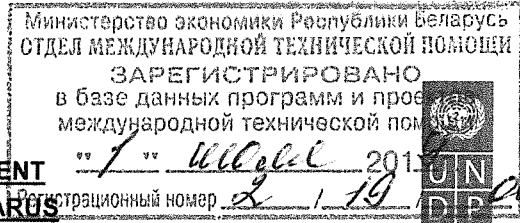


UNITED NATIONS DEVELOPMENT PROGRAMME



PROJECT DOCUMENT
REPUBLIC OF BELARUS

Project Title: Support to Entrepreneurship Development in the Tourism Industry at the Local Level in the Republic of Belarus

Project Number: 00113597

Implementing Partner: Ministry of Sports and Tourism of the Republic of Belarus

Start Date: date of state registration of the project

End Date: 18 months from the date of state registration

Project Appraisal Committee Meeting Date: 11 January 2019

Brief Description

Tourism industry is one of the most promising sectors of the economy for entrepreneurship development in the Republic of Belarus. This sector creates new jobs and acts as a catalyst for regional economy development through infrastructure development, employment opportunities creation and increase in the living standards of the local population.

This project will foster entrepreneurship development in the tourism sector by implementing two interlinked components:

- 1) 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 facilities;
- 2) Ensuring accessibility of information on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets.

Project pilot facilities are the organizations that have been already supported by the Ministry of Foreign Affairs of the Republic of Poland, including:

- State Forestry Institution "Disna Forestry" in Miory district of Vitebsk region;
- District Sports and Physical Training Club "Drivyatich" in the city of Braslav in Vitebsk region;
- Regional Unitary Enterprise "Grodnomeliiovodkhoz", responsible for maintaining Augustow Canal and providing a wide range of tourism services, in Grodno region;
- Additional Liability Company "Center for Rural Entrepreneurship Development "Komarovo" in Myadel district of Minsk region.

It is expected that as a result of the project implementation:

- 1) New jobs and employment opportunities are created at the pilot facilities;
- 2) Accessibility of the information on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets is ensured.

Contributing to achieving outcomes:
 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.

Country Program Document for the Republic of Belarus (2016-2020):


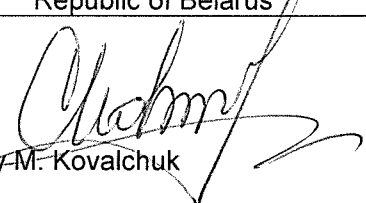
Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.

Indicative Output(s) with gender marker*:

GEN2 (Gender equality as a significant objective)

Total resources required:	USD 500,000	
Total resources allocated:	UNDP TRAC:	0
	Donor:	USD 500,000
	Government:	0
	In-Kind:	0
Unfunded:	0	

Agreed by (signatures):

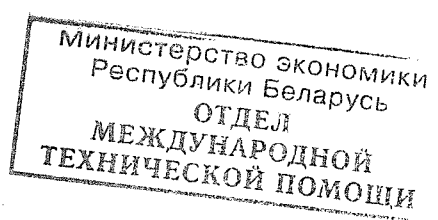
UNDP	Ministry of Sports and Tourism of the Republic of Belarus
 Mr. Zachary Taylor Resident Representative a.i.:	 Mr. Sergey M. Kovalchuk Minister:
Date:	Date:

Министерство экономики
 Республики Беларусь
 ОТДЕЛ
 МЕЖДУНАРОДНОЙ
 ТЕХНИЧЕСКОЙ ПОМОЩИ

*The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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Key Terms and Acronyms

PSC	Project Steering Committee
MFA RP	Ministry of Foreign Affairs of the Republic of Poland
SMEs	Small and Medium Enterprises ¹
ITA	International Technical Assistance
NPC	National Project Coordinator
NSSSED-2030	National Strategy of Sustainable Social and Economic Development of the Republic of Belarus up to 2030
EU	European Union
OECD	Organization for Economic Cooperation and Development
UNDP	United Nations Development Program
ABD	Area Based Development
SDGs	Sustainable Development Goals
EAEU	Eurasian Economic Union

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¹ Small business entities include: individual entrepreneurs registered in the Republic of Belarus; micro businesses - commercial enterprises with the average number of employees over the calendar year up to 15 persons inclusively and registered in the Republic of Belarus; small businesses –commercial enterprises with the average number of employees over the calendar year from 16 to 100 persons inclusively and registered in the Republic of Belarus. Medium businesses are commercial enterprises with the average number of employees over the calendar year from 101 to 250 persons inclusively and registered in the Republic of Belarus (Law of the Republic of Belarus On Support to Small and Medium Entrepreneurship N 148-3 d/d 01 July 2010).

I. DEVELOPMENT CHALLENGE

Small and medium entrepreneurship is one of the essential components of the market economy and plays an important role in the social stabilization, creating new jobs, and accelerating growth by restructuring of the economy and redeployment of labour resources.

According to the data of the National Statistics Committee of the Republic of Belarus² as of 1 January 2018, 236 000 individual entrepreneurs and 110 000 small and medium enterprises, including 96 000 micro organizations (87% of the total number of small and medium enterprises), 12 000 small enterprises (11%) and 2 000 medium enterprises (2%) conducted economic activities.

In 2017 the share of employed by micro-, small and medium enterprises, individual entrepreneurs and their employees in the total number of involved in economic activities amounted to 1 442 000 people (or 33,5% of economically active population).

In 2017 the contribution of small and medium entities to the country GDP totaled 24,7%, including 14,9% of small businesses, 6,7% of medium business and 3,1% of individual entrepreneurs.

The total revenue from products and services sales of small and medium enterprises consisted 42,8% of the nationwide revenue in 2017.

Sectoral composition of SMEs remains relatively stable: 27% - production, 73% - service sector with predominant activities by the number of entities involved in wholesale and retail trade, vehicle and motorcycle repair, processing, transport, warehousing, postal and courier services.

Small and medium businesses are unevenly distributed across the country. High concentration is in its capital and large cities where SMEs development infrastructure is more developed, incomes and customer demand are higher.

Over the past five years, a number of laws and regulations aimed at developing entrepreneurship initiative, fostering business activities and eliminating excessive administration barriers imposed to economic entities have been adopted.

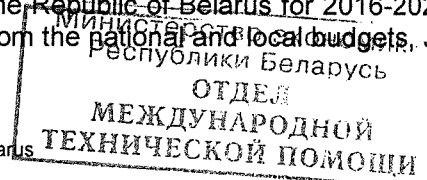
One of the key documents is the Republic of Belarus' President Decree № 7 On Entrepreneurship Development d/d 23 November 2017, which provides for fundamental changes in the mechanism of interaction between public authorities and business, minimization of authorities' interference in business operation, and allows for strengthening business self-regulatory mechanisms and its social responsibility.

The Republic of Belarus' President Decree № 364 d/d 9 October 2017 On Production of Crafts by Individuals was developed with the aim to further strengthening crafts industry, creating self-employment opportunities, preserving handicraft traditions, legalizing crafts production and improving relations in this sphere.

To support IT sector development and to build digital economy, as well as to attract technologies, investments, and most importantly, smart and talented people from all over the world, the Republic of Belarus' President Decree № 8 On Digital Economy Development has been adopted on 21 December 2017.

The Program on Small and Medium Entrepreneurship in the Republic of Belarus for 2016-2020 is being implemented. Activities of this program are funded from the national and local budgets. Joint

² Statistics Yearbook 2018, National Statistics Committee of the Republic of Belarus



Stock Company “Bank of Development of the Republic of Belarus”, Belarussian Fund for Financial Support to Entrepreneurs, and other resources stipulated by law.

On 17 October 2018, Decree N 743 of the Council of Ministers has adopted the Strategy of Small and Medium Entrepreneurship Development “Belarus is a country of successful entrepreneurship” up to 2030. This Strategy serves as a primary guideline for designing and implementing state programs in support of SMEs and their development plans at the national and regional levels. The Strategy identifies priority areas for SMEs development over the medium to long term, creation of favorable conditions for building and functioning entrepreneurship environment, for ensuring coherence among government authorities and business, which will enable the creation of a flexible sector of the national economy that ensures its innovative development, high competitiveness, efficient employment and life quality improvement.

Tourism industry is one of the most promising sector of the economy for entrepreneurship development in the Republic of Belarus. Tourism is one of the most dynamically developing fields of the country’s economy, which creates new jobs and acts as a catalyst for regional economy development through infrastructure development, employment opportunities creation and growth in the living standards of local population.

Belarus’ tourist industry nowadays is the sector, which is dominated by small and medium enterprises. Out of 1 444 enterprises³ that carried out tourism activities in the country in 2017, 1 237 (or 86%) were entities of private ownership, which employed 4 106 individuals⁴ (or 82 % of total employed in tourism sector). Number of people employed in tourism sector amounts to 208 500 persons or 5,5% of the economically active population.

Agrotourism (rural tourism) is one of the entrepreneurial activities in the tourism sector. As of the beginning of 2018, there were 2 319 agro-ecotourism entities registered in the country. 351 128 people, out of which 71,2% were citizens of the Republic of Belarus, used agro-ecotourism services. This sector’s growth rate and contribution to the tourism development were recognized by the world known magazine National Geographic. Belarus was twice one of the top ranking countries for agrotourism according to the magazine National Geographic.

A number of State Programs providing for measures and resources to create modern tourism infrastructure across the country is being implemented in the Republic of Belarus. State program “Hospitable Belarus” for 2016-2020 is aimed at building and developing a modern competitive tourism sector and increasing the tourism sector contribution to the national economy.

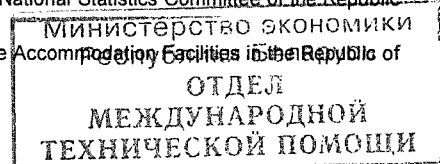
Visa liberalization and creation of unprecedented conditions for agro-ecotourism development became the major events of 2017.

The measures on tourism development in the county undertaken by the government have led to the two-fold increase in the number of organizations carrying out tourism activities from 791 in 2011 to 1 444 in 2017. New hotels, restaurants, cafes, health and leisure institutions were opened. New tourism destinations and attractions were marked on the tourist maps of Belarus. Tourism services shifted from traditional tours to landmarks to engaging in events and activities, for instance, enjoying local cuisine, hunting, getting high-end medical services, biking, hiking, bird watching, etc.

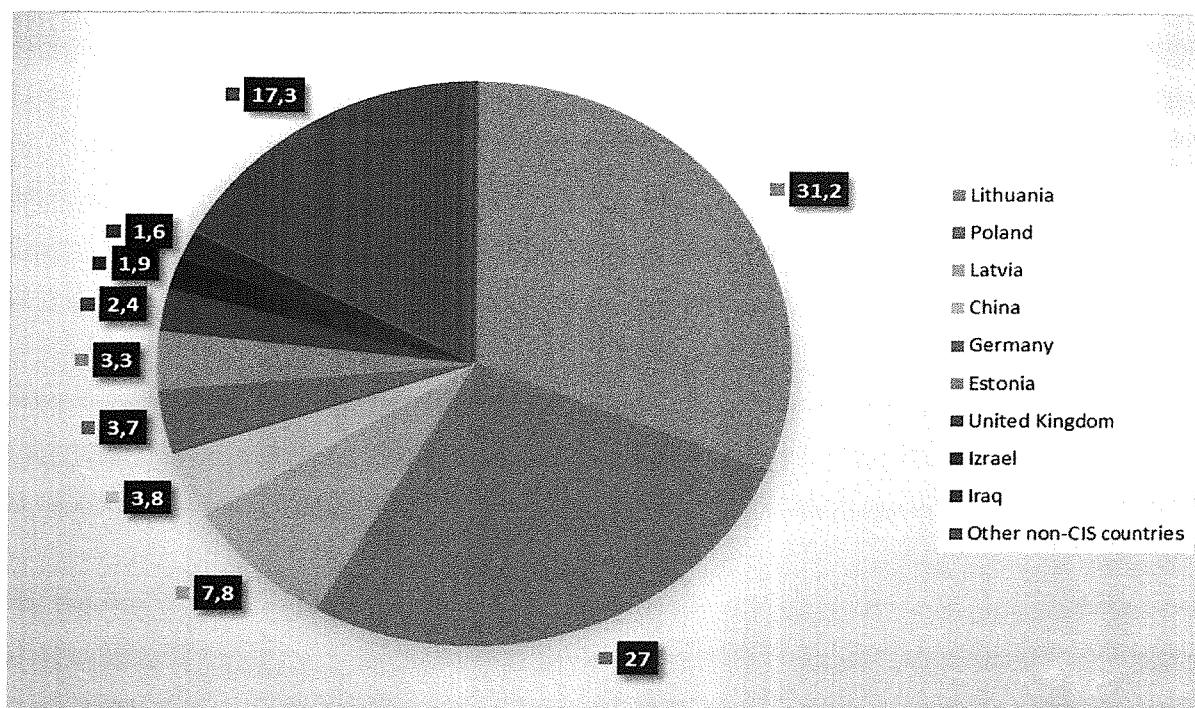
The number of international guided tour visitors and excursionists to Belarus has doubled from 120 073 in 2010 to 282 694 in 2017. As a result of the year 2017, the biggest numbers of international tourists and guided tour visitors to Belarus from non-CIS countries were the citizens of Lithuania (31,2%) and Poland (27%).

³ Statistical compendium “Tourism and Tourism Resources in the Republic of Belarus”, National Statistics Committee of the Republic of Belarus, Minsk, June 2018

⁴ Statistical bulletin “On Tourism Development, Tourism Organizations Activities, Collective Accommodation Facilities in the Republic of Belarus”, National Statistics Committee of the Republic of Belarus, Minsk, March 2018



Breakdown of tourists and guided tours visitors from non-CIS countries visited the Republic of Belarus in 2017 based on the country of residence
(percentage of total)⁵



Promotion of country's tourism product at the local and international markets is one of the objectives of the State Program "Hospitable Belarus" for 2016 -2020.

II. STRATEGY

The strategy of this project is based on the positive experience in implementing the Polish Aid program, which is coordinated by the Ministry of Foreign Affairs of the Republic of Poland, UNDP's experience in implementing the projects in entrepreneurship and local development, development needs of the country in achieving the strategic goal of the regional policy set out in the National Strategy of Sustainable Social and Economic Development of the Republic of Belarus up to 2030 and meeting the challenges of the State Programs "Small and Medium Entrepreneurship in the Republic of Belarus", "Hospitable Belarus" for 2016-2020, and the Strategy on Small and Medium Entrepreneurship Development "Belarus is a country of successful entrepreneurship" up to 2030.

Project goal – support to entrepreneurship development in the tourism industry at the local level in the Republic of Belarus.

This project will continue the work on developing and further improving the facilities, which have been already supported within other projects of Polish Development Cooperation in the Republic of Belarus to increase their tourism potential and create new jobs. In particular, the initiatives of the following organizations were supported:

- State Forestry Institution "Disna Forestry" in Miory district of Vitebsk region. The initiative was aimed at improving the caravanning tourism in Belarus and increasing the number of

⁵ Statistical compendium "Tourism and Tourism Resources in the Republic of Belarus", National Statistics Committee of the Republic of Belarus, Minsk, June 2018

Belarussian and international tourists in the region. As a result, a new camping site for cars and buses was set up.

- District Sports and Physical Training Club “Drivyatich” in the city of Braslav in Vitebsk region. The initiative was aimed at improving the attractiveness of Braslav districts through promotion of new types of sports and recreation. As a result, residential facilities for school trainers and students were renovated, and qualification of trainers was improved.
- Augustow Canal Park owned by the Administration of Free Economic Zone “Grodnoinvest”. The initiative goal was to improve tourism infrastructure in Grodno region and create new tourism product to increase the number of tourists visiting Belarus. As a result, a new bike route “Augustow Velo” along Belarussian part of the canal was set up.
- Additional Liability Company “Center for Rural Entrepreneurship Development “Komarovo” in Myadel district of Minsk region. The initiative was aimed at entrepreneurship development in the rural areas by the activities not related to agricultural business. As a result, a bread baking facility was established and equipped.

The list of project pilot facilities is a subject for change and amendment upon the Project Steering Committee’s decision.

This project consists of two interlinked components:

- 1st Component - Creating new jobs and employment opportunities in the tourism sector at the local level;
- 2nd Component - Ensuring accessibility of information on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets.

The project logic defines the following consistency and coherence between the activities:

In the initial phase of the project a study tour to the Republic of Poland for representatives of the tourism sector, including those representing national and local authorities, project pilot facilities, will be organized to familiarize with the Polish experience in creating viable and in-demand tourism products and services and building the partnerships with Polish colleagues.

The next step will be the assessment of the tourism potential of the pilot facilities, which will be held with an international expert’s participation and direct engagement of the representatives of the pilot facilities, local authorities and other stakeholders. As a result, Action Plans to create new and/or improve the competitiveness of existing tourism products and services will be developed.

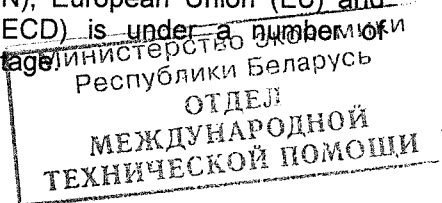
Within the project, the initiatives aimed at entrepreneurship development through new jobs creation and improvement of the competitiveness of the existing tourism products and services will be provided with goods, works and services.

Tourism products and services supported by the project will be promoted at the local and international markets. Stakeholders, including representatives of national and local authorities and project pilot facilities, will take part in planning and implementing PR campaign. The PR campaign will include the following components: 1) high profile opening events; 2) development of promo materials in several languages; 3) promo tours in and outside the country; 4) participation of the tourism sector representatives, including the ones from the pilot facilities, in international tourism exhibitions.

Activities on tourism products promotion will ensure high awareness on the tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international markets.

Donor Policy Framework

The Republic of Poland being a member of United Nations (UN), European Union (EU) and Organization for Economic Cooperation and Development (OECD) is under a number of obligations to expand its activity in poverty reduction on the world stage.



The overarching goal of Polish Aid Program is to support sustainable socio-economic development of developing countries. Polish Aid Program constitutes a part of Polish foreign policy and fits into the European and global development policies, including support for achieving Sustainable Development Goals (SDGs).

Polish Aid Program is implemented through programs and projects, addressed to specific groups of beneficiaries (bilateral assistance), as well as member fees and voluntary contributions to international institutions, funds and organizations (multilateral assistance). A substantial part of the funds is directed at priority countries of the Polish Aid Program in cooperation with Polish nongovernmental organizations, public financial sector units and educational institutions. Polish Aid projects are also carried out in cooperation with Polish representations and diplomatic missions.

Polish Aid program in the Republic of Belarus is based on the Multiannual Development Cooperation Program for 2016-2020. The measures focused on three thematic priorities: Human Capital, Good Governance, Entrepreneurship and the Private Sector.

Projects carried out under the Human Capital priority were aimed at improving access to social services and social inclusion of people with disabilities, children without parental care, and people with infectious diseases.

Over the last years, entrepreneurship and private sector support was one of the most important areas of development cooperation between Poland and Belarus. Beneficiaries of Polish Aid projects became several hundred Belarusian entrepreneurs and people interested in starting up a business. Trainings and advisory services were complemented with financial support to purchase necessary equipment. These measures have enhanced cooperation between Belarusian and Polish entrepreneurs and led to new businesses and new jobs.

Links to UNDP Programing

UN Development Program in Belarus has wealth of experience in implementing projects supporting entrepreneurship and local development.

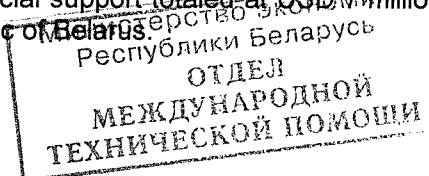
During the period of August 2012 – July 2015, UNDP in Belarus implemented international technical assistance (ITA) project “*Local Entrepreneurship and Economic Development*”, funded at the amount of USD 2 million by the United States Agency for International Development (USAID). Project coordination at the national level was carried out by the Ministry of Sports and Tourism of the Republic of Belarus.

The project was aimed at increasing the role of private sector in Brest and Grodno regional economies. As a result, 17 pilot tourism destinations were set up (10 - in Grodno region and 7 – in Brest region). A tailored development strategy was developed for each destination.

Representatives of private businesses, non-governmental organizations, and local governance and self-governance bodies of the pilot territories acted as initiators and partners in setting up destinations.

In general, the districts, in which the processes of clustering and self-organization were launched, have demonstrated a significant growth: the number of agro entities has almost doubled, provision of services and revenues has tripled, and the profit per unit has increased. In addition, “Business in Agro- and Ecotourism” guidance focused on practical information about innovative issues in agro- and ecotourism and hospitality management was developed.

Over the period July 2014 – October 2018, UNDP in Belarus implemented ITA project “*Support to Local Development in the Republic of Belarus*” with EU financial support totaled at USD 7 million and in partnership with the Ministry of Economy of the Republic of Belarus.



The project goal was to strengthen the potential of local authorities, businesses and non-commercial organization in local priorities development based on a participatory approach, and develop and implement local initiatives.

The goal was achieved by strengthening the potential of local authorities and institutions in the area-based development (ABD) and project management, ABD passports development in participation of stakeholders and ABD local initiatives implementation.

New approaches to regional development planning in the Republic of Belarus based on “bottom-up” initiatives have been tested within the project. Local governance and self-governance bodies, public organizations, representatives of business and citizens took part in ABD passports development in 30 pilot districts.

Analyses of ABD passports indicate that the priority “Support to increase the tourism attractiveness of a district” (26 out of 30 districts or 86%) is leading among the development priorities. The priority “Support to entrepreneurship development, ensuring employment and self-employment opportunities” is the second-ranking priority of ABD passports (20 out of 30 districts or 66%).

To date, UNDP is implementing an ITA project “Promotion of employment and self-employment of the population in small and medium-sized towns in the Republic of Belarus”, funded by Russian Federation – UNDP Trust Fund for Development.

The project focuses on the promotion of effective employment and self-employment of the population in small and medium-sized towns through encouraging entrepreneurial initiative in small and medium business, as well as strengthening different forms of production networks and external economic integration within the EAEU.

The key project partners are the Department on Entrepreneurship Development of the Ministry of Economy of the Republic of Belarus, Belarussian Fund for Financial Support to Entrepreneurs, Open Joint Stock Company “Development Bank of the Republic of Belarus”.

Experience in implementing projects on the territory of the Republic of Belarus demonstrates the effectiveness of the undertaken measures in support of entrepreneurship development at the local level, in particular, in the tourism industry, as well as the country’s potential in achieving its strategic goal of the regional policy – “integrated development of each region and disparity reduction taking into account the efficient use of resources and competitive advantages in order to ensure high living standards, nature conservation and positive contribution to national competitiveness and security”.⁶

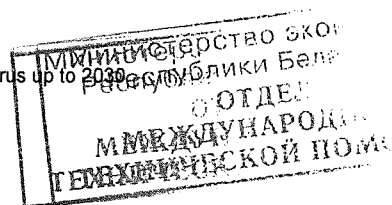
The project is in line with the national efforts in achieving Sustainable Development Goals (SDGs). Anticipated impact of the project implementation will primarily aim to achieve SDG 8 “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, as well as SDG 10 “Reduce inequality within and among countries” and SDG 17 “Strengthen the means of implementation and revitalize the global partnership for sustainable development”.

Given that gender equality is a crosscutting issue, a particular attention will be drawn to achieving SDG 5 “Achieve gender equality and empower all women and girls”.

The project will contribute to the following program areas:

- *United Nations Development Assistance Framework (UNDAF) for the Republic of Belarus for 2016-2020*: the project will contribute to achieving the 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”.

⁶ National Strategy of Sustainable Social and Economic Development of the Republic of Belarus up to 2030, ст. 10, п. 1.



- In compliance with the Priority area of *Country Program Document for the Republic of Belarus (2016-2020)*, UNDP provides “support to the country in developing sustainable economic conditions at the local level by facilitating measures to attract investment, support innovation, develop small and medium enterprises and promote inclusive gender-balanced employment”.

III. RESULTS AND PARTNERSHIPS

Anticipated short-term project outputs

- At least 20 representatives of the tourism sector, including national and local authorities, project pilot facilities and other stakeholders, will improve their potential in entrepreneurship development in the tourism industry and hospitality areas;
- At least 4 Action Plans on creating new and improving the competitiveness of existing tourism products and services will be developed with the participation of a wide range of stakeholders;
- At least 4 initiatives will receive goods, works and services to create new and improve the competitiveness of existing tourism products and services;
- At least 20 recommendations on expanding employment opportunities in the pilot areas, in particularly by engaging into working life targeted groups of population in need of social support, will be developed;
- At least 8 sets of promo materials in several languages will be developed;
- At least 4 promo tours in Poland and Belarus will be organized;
- At least 10 representatives of Belarus’ tourism sector, including the ones representing the project pilot facilities, will participate in the tourism exhibitions.

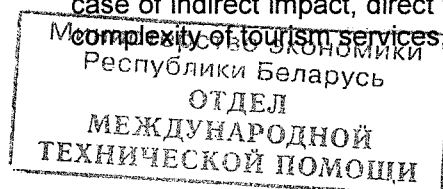
Anticipated medium-term project outcomes

- At least 10 new jobs will be created at the pilot facilities;
- The number of people using tourist services provided by the project pilot facilities will increase from 42,000 in 2017 to 57,000 in 2020;
- The total income received from tourism services by the project pilot facilities will increase from USD 136,000 in 2017 to USD 186,000 in 2020.

Anticipated long-term socio-economic project impact

Anticipated long-term impact, which will be achieved in several years after the end of the project implementation, would be in the promotion of SMEs as a main factor of stimulating local and regional economic growth, increasing competitiveness of the territories, strengthening the capacity of territories and individual regional entities of various sectors and supporting the entrepreneurship. The project activities contribute to implementing the National Strategy for Sustainable Social and Economic Development of the Republic of Belarus for the period until 2030 (NSSD-2030) by laying the foundation for further sustainable development based on the modernization of the system of economic relations and effective management at all governmental levels. The vector of activities aimed at supporting entrepreneurship and encouraging the use of innovative approaches, facilitates the transition from a predominantly administrative to an indicative planning mechanism, achieving an equal contribution of public and private companies to the creation of the country's gross domestic product, formation of a high-tech sector, and provision of maximum opportunities for personal fulfillment in the regions.

Given that the project aims at supporting entrepreneurship in the tourism industry at the local level, and tourism is an integral part of the local social and economic system, it is anticipated that tourism development will have direct and indirect impact on the regional economy. In case of direct impact, visitor spending directly generates profits of the enterprises in the tourism sector. In case of indirect impact, direct tourism impact generates demand in other sectors. The greater the complexity of tourism services, the higher the demand for services in other sectors and activities.



Project Activities

Output 1: New jobs and employment opportunities in the tourism industry at the local level are created

Activity 1.1. Improve the potential of local specialists in the entrepreneurship development in the tourism sector and hospitality by means of a study tour to the Republic of Poland

In the initial phase of the project, a study tour to the Republic of Poland for 20 representatives of the tourism sector, including those representing national and local authorities, project pilot facilities and other stakeholders, will be organized to familiarize with the Polish experience in entrepreneurship development in the area of tourism and hospitality and build partnerships with Polish colleagues.

The list of participants and study tour agenda will be agreed with the national implementing partner. The project staff will organize the study tour in compliance with UNDP rules and regulations. It is expected that the study tour participants will be able to get acquainted with practical examples of setting up and developing a business in tourism and hospitality areas, as well as to get theoretical knowledge on tourism resources promotion at national and international levels.

Activity 1.2. Assess the pilot facilities potential and develop Action Plans on creating new and improving the competitiveness of existing tourism products and services

Together with an international expert, representatives of the pilot facilities, local authorities and other stakeholder will assess the potential of the existing tourism products and resources of the pilot facilities and territories.

The Assessment of the tourism potential will include the existing tourism products and services, available resources and recommendations on employment opportunities extension in the pilot areas, in particularly by engaging into working life the targeted groups of population in need of social support.

As a result, Action Plans on creating new and improving the competitiveness of existing tourism products and services will be developed.

Activity 1.3. Support initiatives aimed at developing entrepreneurship through creation of new and improving the competitiveness of existing tourism products and services

The project will provide goods, works and services to the initiatives listed in Section II of the project document in order to create new and increase the competitiveness of existing tourism products and services. Goods, works and services will be procured according to the requests of the pilot sites with the provision of justification for the procurement. Request Forms of the pilot facilities will be reviewed and approved by the PSC. The procurement of goods, works, services will be carried out by UNDP for subsequent transfer to pilot sites.

Output 2: Accessibility of information on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets is ensured

Tourism facilities and created tourism products and services will be promoted at the local and international markets. Stakeholders, including national and local authorities, representatives of the project pilot facilities, will participate in planning and implementing the campaign.

Activity 2.1. Develop and produce promotional materials

Stakeholders, including national and local authorities, representatives of the project pilot facilities, will participate in planning and implementing the PR campaign. The PR campaign will include the

following components: 1) high profile opening events; 2) development of promotional materials (booklets, guidance, video, etc.) in several languages.

Activity 2.2. Promote Belarus' tourism products at local and international tourism markets

Tourism products and services supported within the project will be promoted at local and international markets by means of promo tours and international exhibitions.

Activities on promotion of tourism products will be aimed at ensuring awareness on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets.

Resources Required to Achieve the Expected Results

To achieve the expected project results, the following human, logistics and time resources will be required:

Project staff will include a Project Manager and an Administrative and Finance Assistant:

- **Project Manager** is responsible for overall implementation of project activities, development and achievement of project results set out in the project document and work plan. Project Manager is authorized to carry out the strategic cooperation between the project and all governmental and non-governmental stakeholders.
- Under the direct supervision of the Project Manager, **Administrative and Finance Assistant** is responsible for administrative and financial management of the project resources and procurement for the successful implementation of the project activities and to achieve expected project results.

As appropriate, technical procurement specialists can be engaged.

Detailed Terms of References for the project staff are provided in the Annex 5 of this document.

Project staff is hired in compliance with UNDP rules and procedures. Service Contacts are signed for the period of project implementation.

In addition, the following **UNDP Country Office programme specialists** will be engaged in the project implementation:

- **Programme Analyst**, whose functions will include the project quality assurance and project staff performance;
- **Program Associate**, who will provide services to the project staff on following UNDP and donor rules and regulations.

To ensure a good working environment for the project staff, it is planned to **equip the office** with furniture, computers, monitors, multi-functional device, office supplies and other consumables. At the end of the project, all purchased equipment will be transferred to final recipients upon PSC decision.

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.

Substantial project budget expenditures will be **goods, works and services provided to the project pilot facilities and expenses on promotion of tourism product and services** at the local and international markets.

Project implementation period is 18 months from the date of its official registration.

Partnerships

Within the project, partnerships will be built at the following levels:

International level – within the project, partnerships with Polish colleagues will be built, promo material on Belarusian tourism products and services in several languages will be developed, promo tours to the Republic of Poland and participation of the representatives of the tourism industry in the international exhibitions will be organized.

Implementation of these activities will facilitate the exchange of best practices in business management, tourism management and marketing and the creation of new opportunities for entrepreneurship management in the tourism sector. Tourism is considered as a factor of economic integration and globalization.

National level – this project document is a result of collaborative preparatory work of UNDP in Belarus and the Ministry of Sports and Tourism of the Republic of Belarus.

Ministry of Sports and Tourism of the Republic of Belarus will act as a National Implementing Partner, appoint National Project Coordinator and represent its interest in the PSC.

State Establishment “National Agency on Tourism” will represent its interest in PSC and participate in the project activities related to promotion of tourism products at local and international markets.

Project results will be analyzed and submitted to the National Implementing Partner for further application within other programs and projects.

Local level – the project will be implemented at above-mentioned pilot facilities. For its successful implementation, the project staff and a hired international expert will work closely with the pilot facilities to assess their potential and develop Action Plans on creating new and improving the competitiveness of existing tourism products and services. In addition, representatives of the local authorities (specialists of structural subdivisions, including labor, employment and social protection, education, culture ideological work and youth, architecture and construction, economy, trade and services departments) and representatives of existing local commercial and non-commercial institutions will be engaged in this work.

Involvement of local and national stakeholders is an important part of ensuring the institutional memory for the introduction of new approaches to entrepreneurship development in the tourism industry at the local level. The project staff will engage local organizations into the work of planning and implementing project activities, thereby ensuring local engagement and ownership.

Risks and Assumptions⁷

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

At the level of strategic development goals:

1. Throughout the project implementation period and within 5 years after its closure Sustainable Development Goals will be the priority of the Government of the Republic of Belarus;
2. Throughout the project implementation period and within 5 years after its closure the overall policy focus of the public administration bodies at all levels of executive power will

⁷ Assumptions refer to the factors essential for achieving the project goal and may be subject to limited influence during project implementation. Risks refer to profiling of any changes that may entail changes in the course of project implementation and significantly affect its results (Gottin, S.V., Kalosha, V.P. Logical and structural approach and its application for activity analysis and planning” (Moscow, 2007).

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remain on support of small and medium business, promote self-employment and entrepreneurial initiative.

At the level of the external environment of the project implementation and public administration:

3. The economy of the Republic of Belarus demonstrates sustainable economic growth. The national currency is relatively stable; there is no deterioration in standard of living of the population as minimum;
4. The overall tendency of the state controlling bodies to fight against corruption, to develop and implement anti-monopoly measures. Market competition will persist;
5. At the level of international development programs, including the programs of the European Union and other donor organizations the focus will remain on the implementation of regional development projects as the priority in the Republic of Belarus.

At the regional and local level:

1. In small towns and district centers, both at the level of local authorities and local actors and the population, there is a sufficient number of stakeholders, such proactive persons and organizations are motivated and able to participate in activities aimed at local economic development, including the tourism sector;
2. Stakeholders involved in the development of the Action Plans to create new and improve the competitiveness of existing tourism products are motivated and able to agree on joint action and partnership;
3. Local professionals and experts, members of local and regional organizations and institutions remain motivated to improve competencies and qualifications and, as a result, motivated to participate in the activities of the project and subsequently apply the obtained knowledge in practice;
4. There is a growing interest and awareness among people about the possibilities of development of small and medium-sized businesses in tourism industry and other areas.

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

5. There are competent experts and specialists available in the labor market of the Republic of Belarus for the recruitment to the project team.

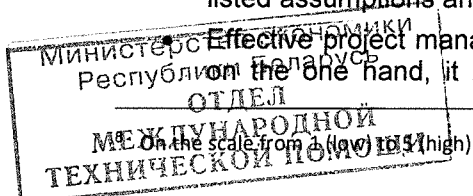
At the same time, the risks that can significantly affect the project results may emerge in the following situations (for more details, see Annex 2 to this project document):

1. Changes in the Government's economic policy related to supporting Small and Medium Enterprises (probability assessment⁹ P=2, possible impact I=3)
2. Sharp economic downturn along with decline in the level of income and living standards in the population (P=2, I=2)
3. Limited awareness among beneficiaries regarding opportunities for SME development (P=2, I=1)
4. Restrictions or resistance that impede achieving joint arrangements by all stakeholders, including representatives of local authorities, at the stage of developing SMEs (P=2, I=3)

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

- Thorough planning of monitoring and evaluation processes: monitoring plan is developed during the initiation phase and should take into account to the maximum possible extent and in a comprehensive way the ability to track the indicators that are comparable to the listed assumptions and risks.

• **Effective project management:** the project management system is designed in a way that, on the one hand, it minimizes the number of employees and, to the maximum extent, on the other hand, it maximizes the number of employees. On the scale from 1 (low) to 4 (high)



simplifies the process of analysing information, developing proposals and providing flexibility in decision making, or raising problematic issues at PSC meetings; and on the other hand, the job descriptions, processes and areas of responsibility are stipulated in as much details as possible; in fact, the responsibility for tracking assumptions and risks in the first approximation is distributed at the stage of project development.

- Indicators of the majority of assumptions and risks fall within the competence of the National Implementing Partner, which has sufficient capacity to monitor relevant indicators; thus, it is expected that the processes of both operational and strategic monitoring and evaluation will be highly efficient in terms of obtaining necessary information and its preliminary analytical processing.
- Integrity of the indicators, flexibility of approaches to solving emerging issues will be ensured through effective and efficient work with the involved experts and partners from different sectors (synergy of experience and competencies), as well as timely and meaningful feedback in the monitoring process from beneficiaries and target groups of the project both at the local and national levels.

Stakeholder Engagement

Involvement of local and national stakeholders is an important part of ensuring the institutional memory for the introduction of new approaches to entrepreneurship development in the tourism industry. Key project stakeholders are the Ministry of Sports and Tourism of the Republic of Belarus, State Establishment “National Agency on Tourism”, project pilot facilities and local authorities.

Project Target Groups:

Direct Impact:

- Specialists in the tourism industry who, as a result of the project implementation, will improve their potential in business management, tourism management and marketing, in creation of new opportunities for entrepreneurship development in the tourism sector;
- Local citizens (men, women, youth) who, as a result of the support provided to the initiatives aimed at entrepreneurship development through creating new or improving the competitiveness of existing tourism products and services, will receive employment or additional income generating opportunities in entrepreneurship activities or other related sectors;

Indirect Impacts:

- Population of the Republic of Belarus (in terms of the local tourism development);
- Potential international tourism flows (in terms of the incoming tourism development);
- Sectors co-benefited from tourism development at both national and local levels.

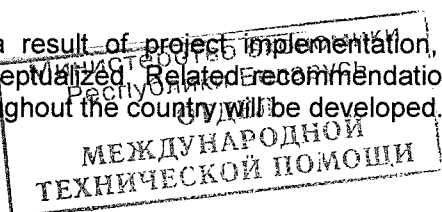
South-South and Triangular Cooperation (SSC/TrC)

Not applicable.

Knowledge

Knowledge and experience acquired by the project beneficiaries as a result of a study tour and cooperation with an international expert during the assessment development stage will be transformed into the Action Plans on creating new and improving the competitiveness of existing tourism products and services and their promotion at the local and international markets.

As a result of project implementation, the accumulated experience will be summarized and conceptualized. Related recommendations on dissemination and multiplication of best practices throughout the country will be developed.



Sustainability and Scaling Up

Sustainability and scaling up of the project outcomes after withdrawal of external support, taking into consideration the substance of the project, partnerships and project activities implementation, is ensured by common activities on integration of project outcomes at the given directions:

- Through the commitment and coordinated actions of involved entities of various forms of ownership at the local and national levels;
- Through the state support (dissemination of the information about project activities at the meetings and workshops in all regions of the country among tourism sector actors, project partners web-sites, budget and investment funding, given that the Ministry of Sports and Tourism of the Republic of Belarus acts as the key national partner;
- Through the integration of the project outcomes in the existing planning system at the local level in the area of entrepreneurship and tourism services development;
- Through the intensification of small and medium entities (crafts industry, motorway services, advertising and marketing agencies, tour guides, tourism agencies, rural entities) within their activities on private businesses development, which is an indirect outcome of the effective promoting of the project outcomes.

IV. PROJECT MANAGEMENT

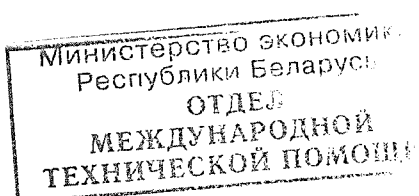
Cost Efficiency and Effectiveness

To ensure the efficiency, effectiveness and long-term effect of the project, a number of approaches were used, specifically:

- The logic of both the project as a whole and its individual components is built on the principles of Results-Based Management. The implementation management mechanisms, in particular the resource management system and monitoring and evaluation system are coordinated with the expected results at all project levels and constitute a single integrated structure.
- Key project results – development of new and/or improvement of the competitiveness of existing tourism products and services and their promotion at the local and international markets – are also defined in accordance with the principles of Results-Based Management;
- Project products (new or improved tourism products and services, promo materials) are an integral part of the developed system of activities, and will also be useful in the future to expand the activities in the field of SMEs development in tourism industry. The project activity will be synchronized with the State programs and national development strategies implemented during the project implementation period and their results.

Within two project pilot facilities, the project will cooperate with other programs and projects. In particular, with “Augustow Velo” Project, which is funded by Polish Aid. “Augustow Velo” is a cross-border biking route, which will become extension of the international biking route “GREEN VELO” and connect Grodno region to it.

Braslav district, where District Sports and Physical Training Club “Drivyatich” is located, is the pilot district of EU-UNDP project “Support to Economic Development at the Local Level in the Republic of Belarus”, which will be implemented in partnership with the Ministry of Economy of the Republic of Belarus. Action Plans on creating new and improving the competitiveness of existing tourism products and services developed within this project may be incorporated into SMEs Development Plans, which will be developed within EU-UNDP project “Support to Economic Development at the Local Level in the Republic of Belarus”.



Project Management

Project Management will be operationalized by the project team from the project office located in Minsk. Project activities will be carried out at the pilot facilities located in 3 regions: Vitebsk, Grodno and Minsk.

The project management system consists of three levels:

1. Strategic management;
2. Operational management and coordination;
3. Monitoring and evaluation system (described in the relevant section of the 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.

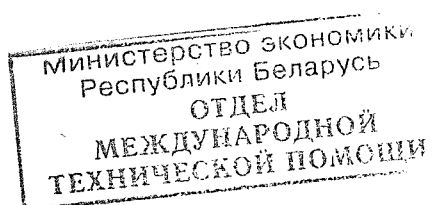
Since support to project implementation under national implementation modality can be provided by UNDP only upon National Implementing Partner's request, the parties agreed that project document duly registered with the Ministry of Economy of the Republic of Belarus, containing Annex 1 "Provision of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

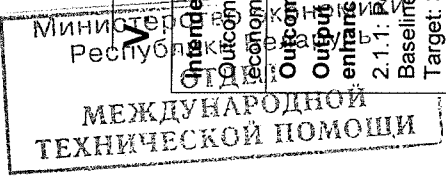
In this project, in addition to the project team, program specialists of UNDP Country Office: Programme Analyst and Programme Associate will be responsible for operational control over the project implementation and linkages of the project to other similar initiatives and projects.

Along with program specialists' services, UNDP Country Office will provide administrative services listed in the Annex 1.

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

The UNDP Belarus will maintain the oversight and management of the overall project budget. It will be responsible for monitoring project implementation, timely reporting of the progress to the donor. Furthermore, it will support the co-ordination and networking with other related initiatives and institutions in the country.





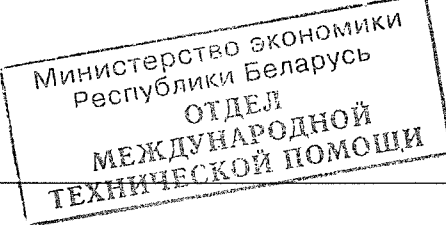
RESULTS FRAMEWORK

<p>Intended Outcome as stated in the United Nations Development Assistance Framework (UNDAF) for the Republic of Belarus for 2016-2020:</p> <p>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.</p> <p>Outcome indicators as stated in the Country Program Document for the Republic of Belarus (2016-2020), including baseline and targets:</p> <p>Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods</p> <p>2.1.1: Percentage of workforce employed in SMEs Baseline: 28.4% Target: 35%</p> <p>Data: National Statistics Committee</p>
<p>2.1.2: Number of public-private partnerships providing employment in energy-efficient sectors, including the high-tech sector, agriculture, tourism and green economy</p> <p>Baseline: 0 Target: 10</p> <p>Data: Official government reports, project reports</p>
<p>Output 2.2: Inclusive and sustainable socioeconomic policies developed and implemented in selected sectors</p> <p>2.2.1: Number of local development initiatives that create income generation opportunities in response to the specific needs of vulnerable groups, including in Chernobyl-affected areas</p> <p>Baseline: none Target: 30</p> <p>Data: Official government reports, project reports</p>
<p>2.2.3: Number of people benefiting from introduced vocational training courses and other measures on small and medium, local and innovative business development, including on small business export participation, disaggregated by age, sex and disability</p> <p>Baseline: 0 Target: 1,500</p> <p>Data: Official government reports, project reports</p>
<p>Applicable Output(s) from the UNDP Strategic Plan for 2018-2021: help countries to achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks.</p>
<p>Project title and Atlas Project Number: Support to Entrepreneurship Development in the Tourism Industry at the Local Level in the Republic of Belarus № 00113597</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	FINAL		
Output 1: New jobs and employment opportunities in the tourism industry at the local level are created	1.1 Number of people improved their potential in entrepreneurship development in the tourism industry and hospitality	Project Progress Report	0	2017	At least 20	At least 20	At least 20	List of study tour participants Agenda of international expert visit Risks: delay with project launching	
	1.2 Number of Action Plans on creating new and improving the competitiveness of existing tourism products and services		0	2017	At least 4	At least 4	At least 4		Action Plans on creating new and improving the competitiveness of existing tourism products and services Risks: changes in the number of pilot facilities due to objective or subjective factors, lack of motivation among some of the project activities beneficiaries
	1.3 Number of initiatives received goods, works and services to develop new and improve the competitiveness of existing tourism products and services		0	2017	At least 4	At least 4	At least 4		

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⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.4 Number of recommendations on employment opportunities extension at the pilot areas	0	2017	At least 20	At least 20	At least 20	International expert report Action Plans on creating new and improving the competitiveness of existing tourism products and services Risks: changes in the number of pilot facilities due to objective or subjective factors, lack of motivation among some of the project activities beneficiaries
	1.5 Number of new jobs created at the pilot facilities	0	2017	At least 10	At least 10	At least 10	Official statistics on pilot facilities business operations Risks: changes in the number of pilot facilities due to objective or subjective factors, lack of motivation among some of the project activities beneficiaries
	2.1 Number of sets of promo materials in several languages developed	0	2017	At least 8	At least 8	At least 8	Promo materials developed and approved by PSC Risks: changes in the number of pilot facilities due to objective or subjective factors, lack of motivation among some of the project activities beneficiaries, shortage of financial resources
	2.2 Number of promo tours organized	0	2017	At least 4	At least 4	At least 4	Promo tours agendas agreed with the national partner Risks: lack of motivation among some of the project activities beneficiaries
Output 2:	Project Progress Report						

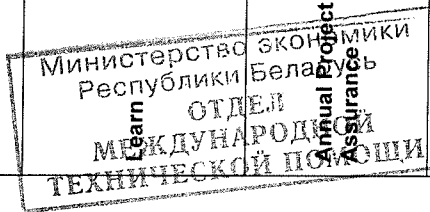
	2.3 Number of tourism sector representatives took part in international tourism exhibitions		0	2017	At least 10	At least 10	At least 10	Lists of international tourism exhibitions participants agreed with the national partner Risks: lack of motivation among some of the project activities beneficiaries
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VI. MONITORING AND EVALUATION

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

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track Results Progress	Comparison of actual expenditures against budget estimates	After completion of each project activity	Collection and documentation factual data (time, cost, quality, substance of work); Identification in official and non-official reports the degree of actual implementation compliance with planning indicators;	Project pilot facilities	-
Monitor and Manage Risk	Responding to risk degrees changes (threats to project) during the project implementation	Quarterly	Use of UNDP "Risks Log" to monitor, identify and manage the risks (responsible person – Project Manager);	-	-
Learn from Experience	Lessons learned, knowledge and best practices exchange and their integration in further activities.	Regularly	Project staff participation in training events within the project, as well as in other events held by other projects and initiatives to improve professional capacities; Knowledge and best practices exchange using the modern communication channels;	Project stakeholders	-
Annual Project Quality Assurance	Quality of the project will be assessed against UNDP's quality standards	Annually	Project Quality Assurance is carried out by UNDP CO personnel (Projects Coordinator and Program Associate) based on narrative and financial reports developed by project staff, and used to inform decisions to improve project performance.	-	-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least twice a year	Project semi-annual performance is considered by PSC, and, if required, the course corrections are made.	-	-
Project Report	Report to donor	Within six months after the date of termination of the Financial Agreement No later than 30 June	Final report summarizing project activities and impact of activities as well as provisional financial data are provided by UNDP CO; A certified financial statement is	-	-



			of the year following the financial closing of the project	submitted by UNDP Bureau for Management Services/Offices of Financial Resources Management		
	Project Progress Report		Annually, no later than 15 January following the reporting year	Developed by project staff, agreed by the National Implementing Partner and submitted to the Ministry of Economy of the Republic of Belarus	-	-
			At least twice a year	Semi-annual project progress report developed by project staff and considered by PSC;	-	-
Project Review (Project Board)	Project Performance Evaluation		Annually	Is carried out by the PSC as a result of project implementation (could include decision on further promotion of project results, and other actions, including attraction of additional funding from different resources, multiplication)	-	-

Evaluation Plan¹⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
No activities planned						

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¹⁰ Optional, if needed

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1								Year 2				RESPONSIBLE PARTY			Planned Budget			
		Q 1		Q 2		Q 3		Q 4		Q 1		Q 2		Q 3		Q 4		Funding Source	Budget Description	Amount
Output 1: New jobs and employment opportunities in the tourism industry at the local level are created	Activity 1.1. Improve the potential of local specialists in the entrepreneurship development in the tourism sector and hospitality through a study tour to the Republic of Poland																	Ministry of Foreign Affairs of the Republic of Poland	72100 - Contractual Services-Companies 75700 - Training, Workshops and Conferences 71600 - Travel	35,000
	Activity 1.2. Assess the pilot facilities potential and develop Action Plans on creating new and improving the competitiveness of existing tourism products and services																	Ministry of Foreign Affairs of the Republic of Poland	71200 - International Consultants 71600 - Travel	8,000
	Activity 1.3. Support initiatives aimed at developing entrepreneurship through creation of new and improving the competitiveness of existing tourism products and services																	Ministry of Foreign Affairs of the Republic of Poland	72200 - Equipment and Furniture 72100 - Contractual Services 72400 - Communication & Audio Visual Equipment 72800 - Information Technology Equipment 71300 - Local Consultants 71600 - Travel	232,800
Sub-Total for Output 1:																		275,800		
Output 2: Accessibility of information on tourism potential of the pilot facilities and the Republic of	Activity 2.1. Develop and produce promotional materials																	Ministry of Foreign Affairs of the Republic of Poland	72100 - Contractual Services-Companies 75700 - Training, Workshops and Conferences	1,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1								Year 2				RESPONSIBLE PARTY	Planned Budget						
		Q 1		Q 2		Q 3		Q 4		Q 1		Q 2			Q 3		Q 4		Funding Source	Budget Description	Amount
Belarus as a whole at the local and international tourism market is ensured	Activity 2.2. Promote Belarus' tourism products at the local and international tourism markets																	Ministry of Foreign Affairs of the Republic of Poland	72100 - Contractual Services-Companies 71300 - Local Consultants 75700 - Training, Workshops and Conferences 71600 - Travel 74200 - Audio Visual&Print Prod Costs	99,000	
	Sub-Total for Output 2:																				100,000
Output 3: Project management	Management and monitoring (project staff, office rent, equipment, office supplies, etc.)																	Ministry of Foreign Affairs of the Republic of Poland	71400 - Contractual Services - Individuals 73100 - Rental & Maintenance-Premises 72400 - Connectivity charges 74500 - Bank fees, insurance 72200 - Equipment and Furniture 72100 - Contractual Services 72400 - Communication & Audio Visual Equipment 72800 - Information Technology Equipment 72500 - Supplies	78,163	
																		Ministry of Foreign Affairs of the Republic of Poland	64300/74500 - CO Support	9,000	

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1				Year 2				RESPONSIBLE PARTY	Planned Budget					
		Q	Q	Q	Q	Q	Q	Q	Q		Funding Source	Budget Description	Amount			
		1	2	3	4	1	2	3	4							
	<i>Sub-Total for Output 3:</i>														87,163	
	General Management Support (GMS) – 8%										UNDP		75100 - Facilities & Administration	Ministry of Foreign Affairs of the Republic of Poland		37,037
TOTAL:														500,000		

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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. The Ministry of Sports and Tourism of the Republic of Belarus will act as the main National Implementing Partner. Ministry of Sports and Tourism of the Republic of Belarus will be responsible for the successful implementation of the project activities, sustainability of the achieved results as well as reporting to the state authorities of the Republic of Belarus. In particular, the National 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 (NSSED-2030 and others).

Ministry of Sports and Tourism of the Republic of Belarus assigns a senior official as a National Project Coordinator (NPC) who will be responsible for project implementation on behalf of the national partner.

At the initial stage of the project, UNDP and the Ministry of Sports and Tourism of the Republic of Belarus jointly develop Project Steering Committee (PSC) regulations, including the list of members and regulatory procedures.

PSC is responsible for making by consensus management decisions for a project. PSC is the major body for strategic project management.

National Project Coordinator chairs PSC. PSC members with voting rights are the representatives of the National Implementing Partner, UNDP and the donor. Representatives of other stakeholders can be invited to joint PSC as observers.

Project Manager acts as PSC Executive Secretary, participates in PSC meetings without a voting right, is responsible for arranging PSC meetings, and takes the minutes.

PSC will be held at least twice a year to discuss issues related to project implementation.

To ensure UNDP's ultimate accountability for project results, the PSC decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition.

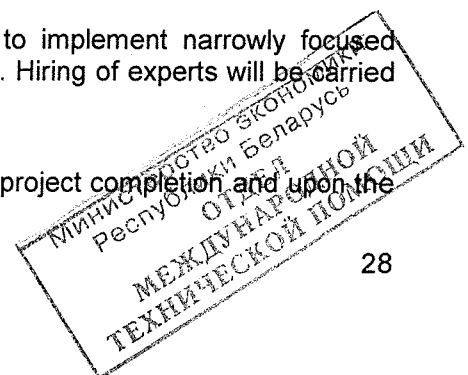
Detailed PSC Terms of Reference are provided in Annex 4 to this project document.

The strategic management on behalf of UNDP is provided by the UNDP Country Office in Belarus. This level ensures that long-term results of the project are in line with the United Nations Framework for Assistance to Belarus (UNDAF) for 2016-2020, Sustainable Development Goals (SDGs) and the UNDP Country Program Document for the Republic of Belarus (2016-2020).

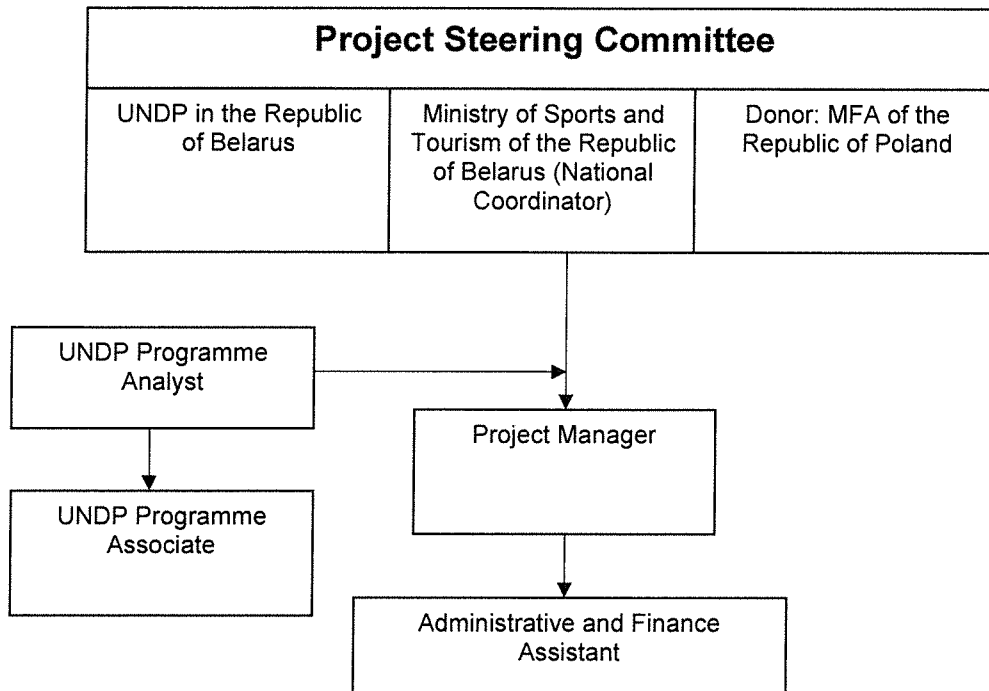
The Project Manager will carry out the project's day-to-day management. The project team includes Project Manager and Administrative and Financial Assistant. Terms of Reference for the core project team are provided in Annex 5 to this project document.

Short-term international and national experts will be engaged to implement narrowly focused tasks, provide necessary expertise and improve project efficiency. Hiring of experts will be carried out in compliance with UNDP procedures.

Assets, purchased within the project, will be transferred after the project completion and upon the PSC's decision in compliance with UNDP rules and regulations.



Project organizational structure:



IX. LEGAL CONTEXT AND RISK MANAGEMENT

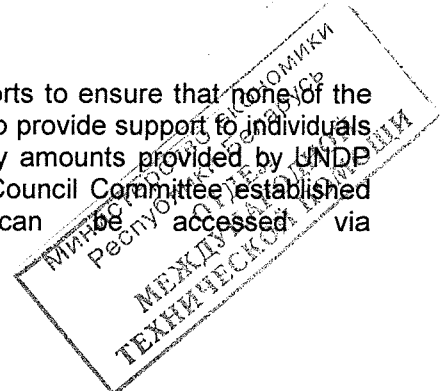
This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Belarus and the United Nations Development Program, signed on 24 September 1992. All references in the Agreement to "Executing Agency" shall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

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:

- 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 implementing partner'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 the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner.

The Implementing Partner 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/sc/committees/1267/qa_sanctions_list.shtml



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.

The Implementing Partner and UNDP 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.

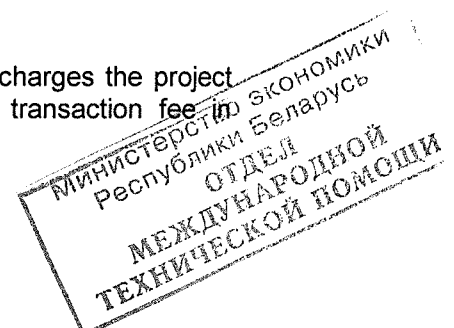
Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (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.

X. ANNEXES

Annex 1: PROVISION OF UNDP COUNTRY OFFICE SUPPORT SERVICES IN 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 project, the Annex may be revised with the mutual agreement of the UNDP resident representative and national implementing partner.
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 number of transactions and transaction fee in accordance with the country office pricelist.

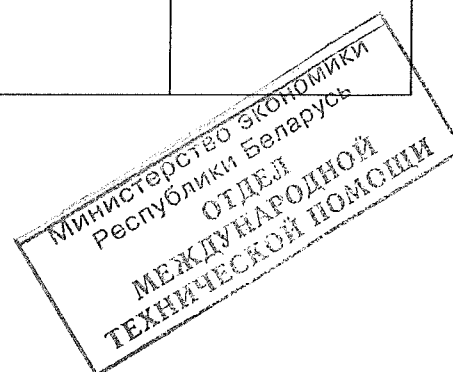


Option B. Actual staff cost method, when the UNDP Country Office charges the project for provided services based on actual number of hours worked by UNDP staff directly for the activities of the project, and actual total hourly cost.

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.

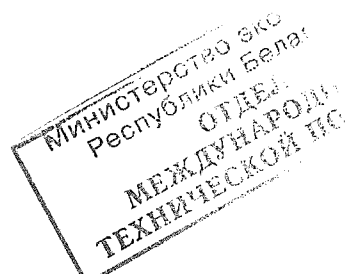
6. In accordance with UNDP rules and regulations, the UNDP Country Office shall provide support services for the project as described below:

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. Payment process (<i>creation and processing AP vouchers in ERP system, budget check, disbursement, VAT refund</i>)	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. Disbursements (<i>paycycle in ERP system, disbursement, VAT refund</i>)			
3. Processing Deposits			
4. General Ledger Journal Entry Processing			
5. Personnel selection and recruitment process Advertising Short-listing Interviewing			
6. Administration and Management of Personnel and the system of Benefits and allowances under the contract (<i>one-time fee per staff at the issuance of a contract</i>)			
7. Recurrent personnel management services Local Payroll and Banking Performance evaluation Contract Extension Leave monitoring			
8. Consultant recruitment Advertising Short-listing Selection Contract issuance			
9. Procurement of goods and services with high estimated contract value \$50,000 and more Identification and selection Contracting/issue purchase order			
10. Procurement of goods and services with low estimated contract value less than \$50,000 Identification and selection Contracting/issue purchase order			
11. Travel management Travel authorization and claim settlement Tickets issuance Visa support			
12. Issue/renew project staff ID			
13. Disposal of Equipment (<i>disposal and transfer of equipment</i>)			



<p>14. ICT support services MS Office 365 Enterprise package (<i>Office applications, Messaging (Outlook, Calendar, etc), OneDrive, Skype, Yammer, etc</i>); Facilitating videoconference Other services</p>			
<p>15. Security support services (<i>security clearance of project premises, maintenance of warden system</i>)</p>			

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: RISK ANALYSES

General information about the project	
1. Project Title	Support to Entrepreneurship Development in the Tourism Industry at the Local Level in the Republic of Belarus
2. Project Number	00113597
3. Place of project implementation (Global/Region/Country)	Republic of Belarus

#	Description	Date Identified	Type	Impact and Probability of occurrence from 1 (low) to 5 (high)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
1	Changes in the Government's economic policy related to supporting Small and Medium Enterprises	Initial phase of the project	Organizational	P = 2 I = 3	The project will have influence or will adjust to the relevant policy	National Implementing Partner, UNDP CO in Belarus, PSC	Project Manager		
	Economic downturn may affect the results of the project	Initial phase of the project	Organizational	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)	National Implementing Partner, Project Manager, PSC	Project Manager		
3	Limited awareness among beneficiaries regarding opportunities for SME development	Initial phase of the project	Operational	P = 2 I = 1	Enhanced attention to PR/AR activities thorough monitoring of the efficiency and response of the beneficiaries along with prompt adjustment of PR/AR plans	Project Manager	Project Manager,		

#	Description	Date Identified	Type	Impact and Probability of occurrence from 1 (low) to 5 (high)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
4	Restrictions or resistance that impede achieving joint arrangements by all stakeholders, including representatives of local authorities, at the stage of developing SMEs	Project Implementation Phase	Operational	P = 2 I = 3	Ongoing monitoring of the situation in the project districts. Professional facilitation and moderation of negotiations and events, prompt work with emerging communication difficulties, flexible approach to problem solving in the process of planning and establishing SMEs, engaging NGOs/CSOs with experience in these regions, ensuring participatory processes and involvement of participants	Project Manager	Project Manager		

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ТЕХНИЧЕСКОЙ ПОМОЩИ

Annex 3: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

General information about the project	
1. Project Title	Support to Entrepreneurship Development in the Tourism Industry at the Local Level in the Republic of Belarus
2. Project Number	00113597
3. Place of project implementation (Global/Region/Country)	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 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 UN CEDA Art 14.

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

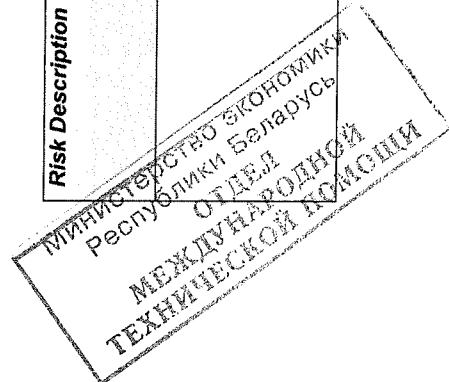
The project has an overall target of 50% female participation across its activities

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

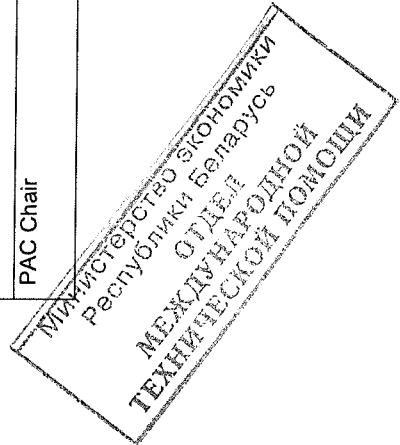
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
	I=2 P=1	Low		
	Select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



	High Risk	<input type="checkbox"/>	Comments
Check all that apply			
Principle 1: Human Rights		<input type="checkbox"/>	
Principle 2: Gender Equality and Women's Empowerment		<input type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management		<input 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.

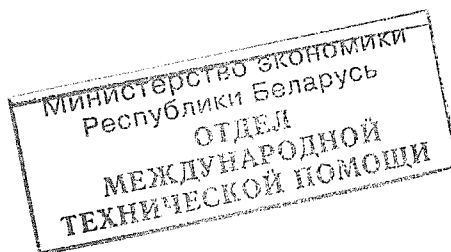


Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
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
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
Principle 2: Gender Equality and Women's Empowerment		
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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
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, hydrological changes	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	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
Standard 4: Cultural Heritage		
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
Standard 5: Displacement and Resettlement		
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
Standard 6: Indigenous Peoples		
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 land, 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
Standard 7: Pollution Prevention and Resource Efficiency		
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 4: PROJECT STEERING COMMITTEE TERMS OF REFERENCE

The Project Steering Committee (PSC) is set up to ensure monitoring and strategic advising on the project implementation.

PSC Structure

- National Project Coordinator chairs PSC;
- Project Manager performs the duties of PSC Executive Secretary;
- PSC is formed by the representatives of the following organizations:

With voting rights:

- 1 (one) representative of the Ministry of Sports and Tourism of the Republic of Belarus (performs the duties of the PSC Chairperson 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 (Embassy of the Republic of Poland in Belarus).

Representatives of other stakeholders can be included in to PSC as observers or invited to participate in the meetings, if needed.

PSC Key Functions:

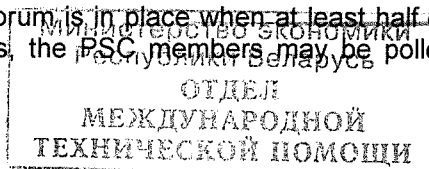
- Analysis and development of recommendations on project implementation strategy and long-term planning;
- Support during the project implementation;
- Consideration and approval of project progress and final reports;
- Consideration and approval of project annual work plans and key documents;
- Consideration and approval of reallocation of project funds;
- Consideration of major challenges in project implementation and development of joint solutions to address them;
- Evaluation of project results achieved.

Working Arrangements:

PSC working arrangements and regulations are to be discussed and approved at the 1st PSC meeting. PSC regulations are to be jointly developed by UNDP and the Ministry of Sports and Tourism of the Republic of Belarus and presented at the first PSC meeting. Henceforth, PSC will be guided by the approved Regulations.

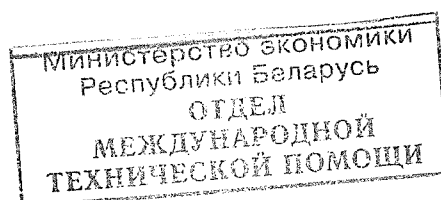
PSC Regulations will include the following norms:

- The PSC meetings shall be convened as deemed necessary but no less than twice a year. The first meeting of the PSC members shall be organized upon the project registration.
- The Project Manager shall act as the PSC Executive Secretary. He/she shall also be responsible for the preparation of the materials required for the PSC meetings. The Executive Secretary does not vote on the PSC decisions but has an advisory function.
- The time and venue of the meetings shall be coordinated by the Executive Secretary with its members. Each PSC member must be informed on the venue, time and agenda in advance.
- The PSC sittings shall be legally competent if quorum is in place when at least half of the PSC members are present. In exceptional cases, the PSC members may be polled by



phone, by fax or email with subsequent mandatory confirmation in writing and signature of a member of the PSC.

- All organizations involved in the project are entitled to submit proposals to the PSC.
- The PSC meeting minutes shall be signed by the Chairperson.
- The PSC decisions shall be taken based on the consensus of the participants.



Annex 5: PROJECT STAFF TERMS OF REFERENCE

Position: Project Manager

Background

The Project Manager assumes overall responsibility for the successful implementation of all project activities and the achievement of planned project outputs. He/she works under direct supervision of the UNDP Programme Analyst and reports to the PSC and National Project Coordinator assigned by the Ministry of Sports and Tourism of the Republic of Belarus and in coordination with UNDP Country Office.

The objective of the assignment is to ensure effective project management and monitoring.

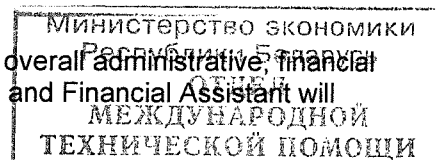
Duties

- Supervise and coordinate the project to ensure its results are in accordance with the Project Document, rules and procedures established in the UNDP's Program and Operations Policies and Procedures, and national requirements and procedures;
- Supervise and coordinate the work of the Project Management Unit, subcontracted individuals and legal entities;
- Assume primary responsibility for the daily project management - both organizational and substantive matters, budgeting, planning and general monitoring of the project;
- Develop detailed annual work plans, to be approved by National Project Coordinator and the UNDP Resident Representative, ensure adherence thereto;
- Develop Terms of Reference for national consultants and subcontractors in line with relevant national and UNDP procedures;
- Prepare annual project reports, Project implementation reports, as well as any other reports requested by the National implementing partner or UNDP Country Office;
- Monitor the expenditures, commitments and balance of funds under the project budget lines;
- Assume overall responsibility for meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds and related record keeping;
- Guide and coordinate the work of national and international consultants and subcontractors and oversee its compliance with the agreed work plan;
- Organize and supervise workshops and trainings needed during the project implementation;
- Liaise with relevant ministries, national institutes and other relevant institutions in order to involve their staff in project activities as necessary and gather and disseminate information relevant to the project;
- Ensure adequate information flow, discussions and feedback among the various stakeholders of the project;
- Coordinate project activities with other related technical assistance projects\programs in Belarus;
- Maintain regular contact with UNDP Country Office and the National Project Coordinator on project implementation issues of their respective competence;
- Undertake any other actions related to the project as requested by UNDP Country Office or the National Project Coordinator.

Position: Administrative and Financial Assistant

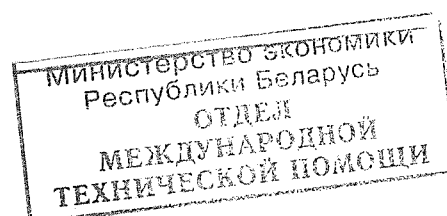
Background

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.



Duties

- Monitor project budgets and financial expenditures;
- Assist in recruitment processes;
- Advise all project counterparts on applicable financial procedures and ensures their proper implementation;
- Contribute to the development and implementation of progress and 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;
- Conduct quality research of local/international markets for goods and services required for project needs, including verification of products availability, price analysis and search for potential vendors;
- Organize, when required, work of independent experts on developing detailed specifications of products, equipment and services in line with the UNDP rules and procedures;
- Organize procurement processes including drafting of tendering and solicitation documents, conducting tendering processes in accordance to UNDP rules and procedures;
- Work closely with financial counterparts on payment requests;
- Collect, register and maintain all information on project activities;
- Contribute to the development and implementation of progress reports;
- Receive, screen and distribute correspondence and attach necessary background information;
- Prepare routine correspondence and memoranda for Project Managers signature;
- Assist in logistical organization 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 the meetings;
- Maintain a project filing system;
- Maintain records over project equipment inventory.
- Perform other duties as required.



Annex 6: PROJECT BUDGET

Activity	Description of activity	Unit	# of unit	Unit rate (in USD)	Costs (in USD)	Total costs (USD)
Output 1. New jobs and employment opportunities in the tourism industry at the local level are created						
Activity 1.1 Improve the potential of local specialists in the entrepreneurship development in the tourism sector and hospitality by means of a study visit to the Republic of Poland	Study visit to Poland (organizational costs)	Study visit	1	6 840	6 840	35 000
	DSA	Participant	20	1 188	23 760	
	Visa	Participant	20	70	1 400	
	International Travel	Trip	1	3 000	3 000	
Activity 1.2 Assess the pilot facilities potential and develop Action Plans on creating new and improving the competitiveness of existing tourism products and services	International Expert	Day	10	800	8 000	8 000
Activity 1.3 Support initiatives aimed at developing entrepreneurship creation of new and/or improving the competitiveness of existing tourism products and services	Procurement of goods, works and services for the initiatives on pilot sites	Pilot site	4	50 000	200 000	232 800
	Technical support of the profile consultants	Day	170	80	13 600	
	Travel expenses for monitoring visits	Visit	40	480	19 200	
Total Output 1:						275 800
Output 2. Accessibility of information on tourism potential of the pilot facilities and the Republic of Belarus as a whole at the local and international tourism markets is ensured						
Activity 2.1 Develop and produce promotional materials	Working groups	Meeting	2	500	1 000	1 000
Activity 2.2 Promote Belarus' tourism products at local and international tourism markets	PR company / consultant to support the organization and conduction of the campaign	Company / Consultant	1	5 040	5 040	20 000
	Promo-tours to the Republic of	Tour	4	5 000	20 000	

Activity	Description of activity	Unit	# of unit	Unit rate (in USD)	Costs (in USD)	Total costs (USD)
	Poland (organizational costs)					
	DSA	Participant (4 Tours)	40	792	31 680	
	International Travel	Tour	4	2 500	10 000	99 000
	Visa	Participant (4 Tours)	40	70	2 800	
	Participation in international exhibitions (organizational costs)	Exhibition	1	2 000	2 000	
	DSA	Participant	10	861	8 610	
	International Travel (tickets and terminals)	Participant	10	388	3 880	
	Visa	Participant	10	70	700	
	Promo materials	Campaign	1	10 600	10 600	
	Informational materials	Campaign	1	3 690	3 690	
Total Output 2						100 000
Output 3. Project management						
	Project Manager	Month	18	1 865	33 570	
	Administrative and Finance Assistant	Month	16	1 437	22 992	
	Office maintenance	Month	18	945	17 001	78 163
	Office maintenance (equipment)	Set	1	3 100	3 100	
	Office furniture	Set	1	1 500	1 500	
	UNDP CO support to implementation	Month	18	500	9 000	9 000
Total Output 3						87 163
Total for Outputs 1+2+3						462 963
UNDP General Management Services (GMS) – 8%						37 037
Total project budget						500 000

