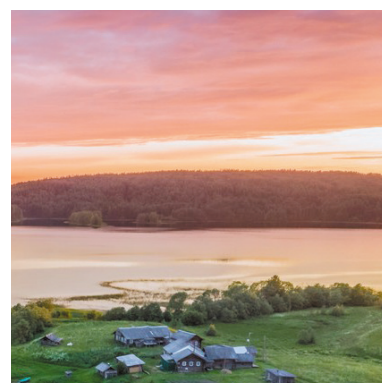
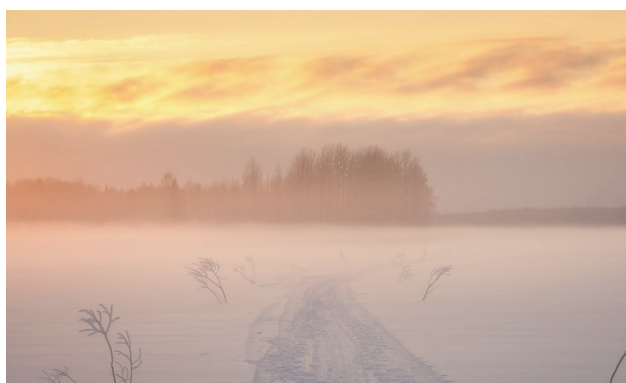


# TESTAMENT OF KENOZERO LAKE

## Management Plan



Russian Federation 2022



MINISTRY OF CULTURE  
RUSSIAN FEDERATION



Федеральное государственное  
бюджетное учреждение  
**КЕНОЗЕРСКИЙ**  
национальный парк



**Ministry of Natural Resources and Environment of the Russian  
Federation**

**Kenozero National Park Federal State Budgetary Institution**

**TESTAMENT OF KENOZERO LAKE CULTURAL LANDSCAPE  
MANAGEMENT PLAN  
FOR 2021–2027**

**Arkhangelsk**

**2020**



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# 1

## INTRODUCTION

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## 1.1. PREFACE

In accordance with the Operational Guidelines for the Implementation of the World Heritage Convention, a Management Plan is an integral part of any nomination. The Management Plan is a strategic planning document developed to reflect the key attributes and features of the nominated property, to analyze its current state of conservation, to define strategic aims and objectives to ensure the conservation of the nominated property as well as the mechanisms for achieving these aims and objectives, and to outline the system of stakeholders, including their mutual rights and obligations regarding the property.

However, we have faced a more difficult challenge of developing a unified approach to the management of the territory, which has a triple status of (1) a National Park, (2) a UNESCO Biosphere Reserve, and (3) a property nominated for the inscription to the UNESCO World Heritage List. Each of the statuses usually requires separate management strategies, however, we managed to integrate these requirements into a single document. Therefore, we guarantee a holistic approach of all stakeholders to the conservation and sustainable development of the Testament of Kenozero Lake Cultural Landscape, Kenozersky Biosphere Reserve, and Kenozero National Park.

The structure of the Management Plan for 2021-2027 was based on the outcomes of the implementation of the Kenozero National Park Management Plan for 2001-2005, which was developed within the framework of the Development and Implementation of Management Plans in National Parks project of the Global Environmental Fund. This initial plan defined the goals, which we strive for, the tasks, which we perform as well as our actions and activities, including the constant search for opportunities. In this context, we have analyzed the aspects of the current activities of the Kenozero National Park Federal State Budgetary Institution (the management body of the nominated property, hereinafter referred to as 'the Park'), the situation both in the Kenozero National Park and its wider setting. We have also carefully studied the current issues and the sources of their occurrence as well as systematized our knowledge and management principles, having developed this unified policy for the conservation of natural and cultural heritage focused on the awareness of the vital necessity to engage the local community in the management and protection of the nominated property. The focus on the cultural landscape as the key object of the updated unified management policy has become a qualitatively new step for the Park. Although the Kenozero National Park Management Plan for 2001-2005 determined our vector of sustainable development for the future, the challenge of conservation of the cultural landscape and its integrity underlies all actions for the sustainable development of this territory.

The new Testament of Kenozero Lake Cultural Landscape Management Plan for 2021-2027 was prepared in 2019-2020. It develops the main provisions of the Management Plan for 2001-2005. Moreover, it focuses on the conservation of the potential Outstanding Universal Value (OUV) of the Testament of Kenozero Lake Cultural Landscape, which became the basis for the entire strategic planning process. The Management Plan was developed in accordance with the requirements of the Convention concerning the Protection of the World Cultural and Natural Heritage, the Operational Guidelines for the Implementation of the World Heritage Convention as well as the manuals and recommendations issued by UNESCO and its advisory bodies. The activities of the Management Plan contribute to the achievement of SDGs 15 and 17. The plan is executed in the form that allows all stakeholders to receive a complete understanding of the current state of conservation of the

nominated property and the planned activities and tools for its conservation and sustainable development in the future.

The effectiveness of the Management Plan is based on an objective and comprehensive analysis of the current state of conservation of the nominated property, which allowed us to determine the present and future needs with a full and unambiguous understanding of the nominated property by all stakeholders in the management process. The first section of the Management Plan defines our approaches to the development of the Management Plan that considers the triple status of the territory and provides a brief summary of the document. The second section examines the Testament of Kenozero Lake Cultural Landscape as a phenomenon that determines its unique values at the national and international levels. The third section of the Management Plan encompasses the comprehensive analysis of the current state of conservation of the property, the legislative and administrative measures for the conservation and management of its diverse heritage, and the sustainable development of the territory. The fourth section is devoted to the analysis of the stakeholders in the implementation of the Management Plan, which is primarily constituted by the local community. The fifth section presents the SWOT analysis of the nominated property. The sixth section contains the vision of the nominated property by 2030, which was developed based on the analysis of the existing situation to determine the direction of sustainable development. The vision provided the basis for the development of the strategy, which includes three key strategic aims for the next seven years identified during the final stage of the planning process. To achieve the aims, we have developed nine comprehensive action plans (programs). The final provisions define the provision of necessary funding and the monitoring and evaluating mechanisms to define the effectiveness of the implementation of the Management Plan.

I believe that our Management Plan is realistic and has a certain degree of optimism. It evaluates the current level of activity and sustainable development prospects in the context of possible and impossible events.

We have also applied the practices of the Russian organizations managing World Heritage sites as Kizhi Pogost, the Churches of the Pskov School of Architecture and Bolgar Historical and Archaeological Complex for the development of the Management Plan. We also benefited from the management approaches developed for the English Lake District and Giant's Causeway and Causeway Coast World Heritage sites (the UK).

The development of the Management Plan allowed us to understand the meaning, means, and methods for the implementation of the planned upcoming actions and once and again showed us the importance of the heritage professionals and managers of the Park, who would directly implement these actions. I would like to especially highlight the professional and creative approach to the development of the Management Plan of Alexandra Yakovleva (Head of the Development Service), Alexander Kozykin (Head of the Department for Natural Heritage Studies), and Nadezhda Cherenkova (Deputy Director for Research and Biodiversity Conservation) as well as the contributions of Anna Antsiferova, (Chief Curator of the Museum Funds), Marina Melyutina (Head of the Department for the Historical and Cultural Heritage Studies and Interpretation), Natalia Arkhipova (Leading Specialist of the Legal Department), Elena Khristinyuk (Head of the Legal Department), Vasily Morozov (Head of the Department of Rational Nature Management and Environmental Safety), Evgeniy Butorin (Deputy Director for Protection), Oleg Grigoriev (Chief Forester), Alexander Porokhin (Head of the Department of Ecological Education), Nadezhda Inieva (Head of Kenozero Friends Club Association), Vera Koltova (an architect) and others.

I would like to thank our Russian and international partners and colleagues for their joint work, constant assistance, and support in all our activities. Their contribution to the Park's activities is reflected in many sections of the Management Plan.

Many thanks to all the participants of this interesting and challenging work.

Elena Shatkovskaya

Director

Kenozero National Park Federal State Budgetary Institution



## 1.2. KENOZERO: A NATIONAL PARK, A UNESCO BIOSPHERE RESERVE, AND A PROPERTY NOMINATED FOR THE INSCRIPTION TO THE UNESCO WORLD HERITAGE LIST

The Testament of Kenozero Lake Cultural Landscape was included in the Russian Tentative List of properties proposed for the inscription to the World Heritage List in 2014. The territory of the property and its buffer zone is designated as a UNESCO Biosphere Reserve (Kenozersky Biosphere Reserve, 2004) and a National Park (Kenozero National Park, which is the Federal Protected Area, IUCN Category II). This territory has been under the management of the Kenozero National Park Federal State Budgetary Institution since 1991.

The potential status of a World Heritage site means the recognition of the global significance of the cultural landscape of Kenozero for all mankind as well as a high level of management of this territory. By this Management Plan, we establish a unified approach to the management of the National Park, the UNESCO Biosphere Reserve, and the property nominated for the inscription to the UNESCO World Heritage List.

The Management Plan is an integrated planning document that coordinates the interests of all stakeholders and defines the aims and objectives of joint activities for the effective protection, conservation and sustainable development. The decisions taken for the implementation of the Management Plan would be discussed with all stakeholders. The principle of transparency in intentions is the key to the implementation of the Management Plan.

According to the Operational Guidelines for the Implementation of the World Heritage Convention, any nominated property must have the necessary degree of protection provided by legislative, regulatory, constituent, or traditional instruments. The physical boundaries of a nominated property must correspond to the spatial needs of the areas, species, processes, and phenomena that condition the nomination of such property for the inscription to the World Heritage List. The boundaries of nominated properties should cover the territories that represent potential outstanding universal value to protect the nominated properties from direct violation of their integrity and other adverse impacts in a wider setting, including resource extraction and others. The boundaries of nominated properties may coincide with the boundaries of one or more existing protected areas, such as national parks or biosphere reserves.

At the same time, the nominated properties must also have an established buffer zone for correct conservation of their cultural or natural features and settings. The buffer zone must also coincide with legally established boundaries and land-use regimes for nationally protected areas and zones. In this light, the buffer zone could be defined as a legally protected territory surrounding a nominated property, which provides for additional protection by restricting economic activities within its limits. The boundaries of the buffer zone of the Testament of Kenozero Lake Cultural Landscape nominated property are coinciding with the boundaries of the Kenozero National Park with a status of a federal protected area, which fully corresponds with the above-mentioned provisions of the Operational Guidelines.

The status of the UNESCO Biosphere Reserve also complements and reveals the potential status of a World Heritage site. The World Network of Biosphere Reserves was established within the framework of Man and the Biosphere UNESCO Program and unites protected areas that demonstrate the balanced interaction of nature and man as well as the concept of sustainable development.



According to Article 1 of the Convention (1972), cultural landscapes represent the "combined works of nature and of man". Therefore, cultural landscapes could encompass many manifestations of human-nature interactions. It is also recognized that some cultural landscapes could be a subject of change, although the pace of such change is likely to be slow.

Thus, the combination of these three statuses for one territory allows us to ensure the comprehensive conservation and effective management of the heritage of Kenozero. The aims of the Management Plan are focused not only on conservation of the potential OUV attributes of the nominated property but also on the sustainable social and economic development of the territory of the National Park by means of sustainable tourism. However, the key managerial principle for the nominated property, the biosphere reserve, and the national park remains the same: heritage conservation is the priority over its use. This principle would guarantee that contradictions in the implementation of the Management Plan would not arise either now or in the future.



### 1.3. SUMMARY

The Kenozersky National Park was established by the Decree of the Government of the Russian Federation No. 84 of December 28, 1991. The National Park is under the jurisdiction of the Ministry of Natural Resources and Environment of the Russian Federation. The National Park is divided into two sectors based on administrative and territorial features: Plesetsk sector located on the territory of the Plesetsk District of the Arkhangelsk Oblast with the administrative center in the village of Vershinino; Kargopol sector located on the territory of the Kargopol District of the Arkhangelsk Oblast with the administrative center in the village of Morchikhinskaya. The Park has a Visitor Center located in the city of Arkhangelsk.

The designation of the territory of Kenozero and Lyokshmozero as a National Park in 1991 provided an opportunity for the systematic conservation, study, and sustainable use of its natural and cultural resources. Over the next three decades, an extraordinary and completely new view of the territory emerged, and, as a result, the management system with clear priorities based on heritage features and values was developed. It became quite obvious that Kenozero National Park is not just a natural and territorial complex in the classical sense, requiring the conservation of biodiversity. Its value, as a protected area, resides in its numerous historical monuments in preserved cultural landscaped evolved as a result of human-nature interaction with its unique powerful associative space and traditions of the local community.

The Kenozero National Park covers territories unique in their location (the eastern border of the Baltic Shield, the watershed between the basins of the White and Baltic Seas, the contact zone of several floral and faunal complexes) and natural features (high landscape and biodiversity, an extensive network of wetlands and water bodies).

The cultural landscape plays a vital role in preserving the biodiversity of the protected area. The natural and geographical features, as well as the centuries-old history of Kenozero, conditioned the existence of various species of plants and animals, many of which are not typical of the ecosystems of the Russian North. To a large extent, the high biodiversity of the territory is a consequence of the slash-and-burn agriculture of the past, which formed a high fragmentation of vegetation cover and a wide range of habitats.

The cultural features of the cultural landscape (sacred groves, churches and chapels, worship crosses, archaic village buildings) are of a special high value. The exceptional representativeness of the cultural landscape and the high concentration of its valuable features make Kenozero a unique region, which has no analogs in Russia and the world.

In fact, Kenozero is a fragment of the once vast unified space of the Medieval peasant culture of North European Russia, with its special economic and cultural traditions, which reflects both typical and individual features of the Russian North. Due to globalization, this space of the Russian North has lost its unity. Its peasant culture was left for disappearance since 1930s. This fact determines the enduring value of this cultural landscape, as this peasant culture of the Russian North has not disappeared due to the isolation in the area of 1,400 square kilometers.

To conserve the unique natural and cultural heritage of Kenozero, the Management Plan considers the following threats:

- Degradation of the cultural landscape due to the reduction of traditional land use and overgrowth of forest vegetation;
- Destruction of the traditional layout of historical settlements due to the introduction of cottage development and non-compliance with the Rules of Land-Use and Development;

- Insufficient funding of conservation and maintenance works on architectural monuments, and, as a result, the threat of their deterioration;
- Geological exploration and extraction of minerals in the wider setting of Kenozero, which may affect the hydrological regime of Kenozero Lake and damage its natural complexes;
- Intensive logging in the forests in the wider setting of Kenozero, which may affect the sustainability of its ecosystems;
- Lack of funding that could reduce the sustainable development of tourism and environmental education infrastructure, which may lead to their incompliance with the safety requirements as well as to insufficient use of modern design and media technologies;
- Social reforms, globalization, and migration of the youth could lead to a decrease in the quality of the social environment of Kenozero;
- Departmental division of tasks for the conservation of the natural and cultural heritage, high dependence on the impact of changes in legislation at the federal level could reduce or stop the processes of conservation and sustainable development of Kenozero.

To overcome these negative threats, it is necessary to establish close coordination of economic and environmental activities of all enterprises and organizations, local self-government bodies, regional government bodies, and the local community on the territory of the nominated property, its buffer zone, and wider setting. The integration of the nominated property into the social and economic structure of the region should include a comprehensive solution to the issues of reorientation of economic activities to environmentally friendly fields with the use of tourism potential as well as the maintenance and support of traditional economic activities. It is necessary to develop and implement a system of measures aimed at encouraging sustainable heritage management and sustainable tourism development, increasing visitation and public attention as well as supporting the investment environment of the region.

In this regard, the strategic aims, encompassing all action plans (corresponding to objectives) of the Management Plan, are the following:

**Aim 1. Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property.** The activities planned within this aim are considered in the following action plans: (1) Conservation and management of the cultural landscape of the nominated property, (2) Safety and protection of the nominated property and its buffer zone, (3) Conservation and study of natural complexes of the nominated property and its buffer zone, (4) Conservation of the cultural heritage of the nominated property and its buffer zone».

#### **Objective / Action Plan 1. Conservation and management of the cultural landscape of the nominated property**

The risks of loss of valuable attributes, features, and elements of the cultural landscape associated with natural succession processes of reforestation, nature management, changes in the traditional layout of settlements and land, the need to make informed decisions on the conservation of landscape structures require systematic accumulation and analysis of archival data, cartographic data, and data from recent studies and monitoring activities.

For this purpose, as part of the implementation of the Management Plan, it is planned to conduct a detailed study of the features of the cultural landscape with the creation of a profile geoinformation system. The determining condition for the conservation of the cultural landscape is the continuation of agricultural activities. For these purposes, it is planned to implement special events and means of



support for the local community focused on the preservation of haymaking in open spaces, cattle-grazing, and the cultivation of traditional agricultural crops. In terms of management, these issues are resolved jointly by the Department of Social and Economic Development of the Park.

The projects involving the participation of volunteers would be of great importance in conducting special events to conserve cultural landscapes. It is planned to conduct the works on the maintenance of the cultural landscape and traditional agriculture using local breeds of farm animals and plants.

The estimated cost of the Action Plan 1 is 13 970 000 rubles (in 2020 prices).

#### **Objective / Action Plan 2. Safety and protection of the nominated property and its buffer zone**

The plan provides for the implementation of a set of preventive and operational measures to ensure compliance by individuals and legal entities with environmental legislation and requirements established by the Regulations on the Kenozero National Park, aimed at preventing and mitigating the potential negative impact on the nominated property and its buffer zone. The adoption of the Regulations on the Kenozero National Park Federal State Budgetary Institution with a new zoning and the Regulations on the Protection Zone of the Kenozero National Park developed in accordance with Russian legislation would be of priority importance for strengthening the legal protection of the territory. It is also planned to optimize the management of hazardous waste, production waste, and consumption waste to prevent environmental risks associated with economic activities and eliminate accumulated environmental damage. Additionally, the comprehensive Disaster Risk Management Plan was developed to improve fire and sanitary safety, including in emergency situations, on the territory of the nominated property and its buffer zone. It would be also necessary to introduce modern technical equipment and advanced training events to increase the effectiveness of safety measures.

The action plan also includes the development of an additional protection zone, encompassing the wider setting of the nominated property and its buffer zone to ensure the conservation of natural complexes on the territories adjacent to the buffer zone, the economic use of which directly affects the biological stability of ecosystems of Kenozero.

Environmental monitoring, as an information support system for management decisions, requires a standardized program of mandatory routine observations. The collection and analysis of monitoring data involve the use of a corporate geoinformation system and remote sensing methods. The monitoring results would be applied not only by the Park but also by the environmental authorities of the districts and the region. The implementation of this action would also include the establishment of cooperation with the executive authorities in this field.

The estimated cost of the Action Plan 2 is 31 072 000 rubles (in 2020 prices).

#### **Objective / Action Plan 3. Conservation and study of natural complexes of the nominated property and its buffer zone**

The plan provides for the implementation of a set of measures to identify, study, monitor, and conserve the natural values of the nominated property and its buffer zone as well as to maintain the stability of its ecosystems and optimize the environmental management. The management of natural complexes is based on the data from the inventory of biological diversity. In this regard, the introduction of an analytical system for the accumulation and storage of scientific information would be a priority.



A separate section of the plan considers the introduction of the system for determining ecosystem functions and evaluating ecosystem services as a mechanism for economic calculations. The plan also focuses on the issue of attracting volunteers for implementing research projects on natural complexes within the framework of civil science development. A large section of the plan is devoted to the interpretation of information about nature and ongoing processes for the purpose of environmental education.

The rational use of plant and animal resources is a separate section of this plan. Conceptually, the section is related to Action Plan 1, since it considers the preservation of local traditions of nature management, including fishing and forest management. In this light, the development of biotechnical activities is of vital importance.

The estimated cost of the Action Plan 3 is 16 250 000 rubles (in 2020 prices).

#### **Objective / Action Plan 4. Conservation of the cultural heritage of the nominated property and its buffer zone**

The plan provides for a set of measures aimed at conservation, study, and balanced use of the cultural heritage of the nominated property and its buffer zone, including the historical settlement system and traditional settlement planning, customs, and elements of the traditional lifestyle of the local community, folklore and craft traditions, ensuring the conservation of the diversity of cultural heritage in cooperation with the public, educational, scientific community, government and business. The plan pays special attention to the development of a system of accumulation, storage, and analysis of information about the cultural heritage of Kenozero. A separate section of the plan is devoted to the capacity-building of professionals in the field of conservation of architectural monuments.

The estimated cost of the Action Plan 4 is 411 295 000 rubles (in 2020 prices).

**Aim 2. Sustainable development of the territory of the nominated property and its buffer zone.** The activities planned within this aim are considered in the following action plans: (5) Kenozero. Russia is here! Development of sustainable tourism on the territory of the nominated property and its buffer zone and (6) Achievement of public consensus and social and economic development of the territory of the nominated property and its buffer zone.

#### **Objective / Action Plan 5. Kenozero. Russia is here! Development of sustainable tourism on the territory of the nominated property and its buffer zone**

The plan for the development of sustainable (environmental) tourism is aimed at unlocking the high potential of Kenozero as a national and world-class tourist destination. The plan provides for priority measures for the development of road and transport infrastructure, modernization of existing and establishment of new environmental, educational, and tourism facilities, improvement of the provision of tourism services. The actions of the plan are tied to the existing tourist and recreational zoning of the territory and are aimed at improving the quality of studying, preserving, and presenting the cultural and natural heritage of the nominated property and its buffer zone with tourism tools. The implementation of the plan would increase the investment prospects of the territory and reduce the payback period for capital and non-capital investments, increasing the number of visitors and the amount of the non-governmental funds of the Park from the sale of tourist services due to the improvement of the quality of tourism services on the territory.

The estimated cost of the Action Plan 5 is 190 695 000 rubles (in 2020 prices).

#### **Objective / Action Plan 6. Achievement of public consensus and social and economic development of the territory of the nominated property and its buffer zone**

The successful implementation of the action plans of the Management Plan would be possible only in case of consolidation of efforts of all stakeholders, including state and municipal authorities, the Park, business entities, public associations, and the local community. A separate set of measures was developed to activate the role of the local economy, to create alternative sources of income, to raise investment prospects, to develop creative entrepreneurial culture and civic initiatives of the local community. A significant part of the plan is devoted to the issues of social, economic, and infrastructural development of the settlements within the boundaries of the nominated property and its buffer zone by participation in federal and regional programs.

The estimated cost of the Action Plan 6 is 12 040 000 rubles (in 2020 prices).



**Aim 3. Improvement of the social and cultural significance of the nominated property and its buffer zone.** The activities planned within this aim are considered in the following action plans: (7) Promotion and creation of a positive image of the nominated property and its buffer zone, (8) Environmental educational activities of the Park, (9) Development of volunteering in the nominated property and its buffer zone.

#### **Objective / Action Plan 7. Promotion and creation of a positive image of the nominated property and its buffer zone**

The plan provides for the implementation of the set of measures aimed at promoting the nominated property and creating its positive image with the introduction of the tools for interpretation of the potential OUV in accordance with UNESCO standards. The activities under this plan cover absolutely all aspects of the actions proposed by the Management Plan in order to achieve a common understanding of the potential OUV of Kenozero at the national and international levels.

The estimated cost of the Action Plan 7 is 3 820 000 rubles (in 2020 prices).

**Objective / Action Plan 8. Environmental education activities of the Park**

Environmental education perfectly combines the interests of environmental, educational, cultural activities and is aimed at fostering a responsible attitude to natural and cultural heritage; the development of civic engagement, the formation of a sense of empathy for all life on Earth. The plan provides for the development and implementation of the system of environmental education activities aimed at various target groups, using modern forms and methods on the grounds of educational facilities of the Park.

The estimated cost of the Action Plan 8 is 8 204 000 rubles (in 2020 prices).

**Objective / Action Plan 9. Development of volunteering in the nominated property and its buffer zone**

The program provides for the set of measures aimed at creating conditions for the participation of volunteers in conserving the potential OUV of the nominated property as well as in the activities focused on the sustainable development of the territory of the nominated property and its buffer zone.

The estimated cost of the Action Plan 9 is 2 590 000 rubles (in 2020 prices).

We are expecting the following results of the implementation of the Management Plan:

1. Access to a new, higher level of study, conservation, and promotion of the cultural and natural heritage of the Testament of Kenozero Lake Cultural Landscape has been ensured in cooperation with all stakeholders and with the use of the full range of modern technologies and methods.
2. The effective management system of the nominated property and its buffer zone is functioning and considers heritage conservation as the priority over its use on the basis of sufficient legal and administrative framework.
3. The dynamic stability and integrity of the Testament of Kenozero Lake Cultural Landscape is conserved as the main subject of protection and the basis for the sustainable development of the territory in the present and future.
4. The effective system of protection and conservation of the natural and cultural heritage of the nominated property and its buffer zone has been created.
5. The comprehensive approach to the integrated conservation of the cultural heritage of the Testament of Kenozero Lake Cultural Landscape is implemented.
6. The social and economic significance of the natural and cultural heritage of the Testament of Kenozero Lake Cultural Landscape has increased through the development of sustainable tourism and related activities; the number of visitors and the profitability of tourism has also increased.
7. The environmental, educational, tourist, social, household, and engineering infrastructure on the territory of the buffer zone of the nominated property has been improved.
8. The public consensus has been reached on the issues of social and economic development of the territory, civil and entrepreneurial initiatives of the local community are implemented, the demographic situation in the settlements on the territory of the nominated property and its buffer zone is stabilized.

9. The broad public support for the activities of the Park has been provided by various target groups through the implementation of the system of environmental awareness events.
10. The common understanding and universal recognition of the potential OUV of the nominated property as a unique heritage site at national and international levels are reached.





## 2

## THE TESTAMENT OF KENOZERO LAKE CULTURAL LANDSCAPE

- 2.1 PROPOSED STATEMENT OF THE OUTSTANDING UNIVERSAL VALUE
- 2.2. STRUCTURE OF THE CULTURAL LANDSCAPE

## 2.1. PROPOSED STATEMENT OF THE OUTSTANDING UNIVERSAL VALUE

### a) Brief synthesis

Karelia, on the border of the Plesetsk and Kargopol districts.

The Testament of Kenozero Lake is an outstanding example of the Northern European peasant cultural landscape, which evolved in the 12th-19th centuries and preserved cultural traditions and archaic forms of folk art as well as traditional nature management.

The Testament of Kenozero Lake Cultural Landscape has an exceptionally high value, state of conservation, and representation of the phenomenon of Russian peasant culture. The value of the Kenozero cultural landscape lies in the harmonious combination of historic rural settlements with the traditional system of agricultural lands of the Russian North, reflecting the practice of communal agriculture that developed many centuries ago and the individual features of the commercial and agricultural economic structure that combined the culture of the forest (inherited from the Finno-Ugric tribes) and the culture of the field (introduced by Slavic settlers).

The Testament of Kenozero Lake is the guardian of unique folklore collections, its peasant landscape is distinguished by a high concentration of monuments of wooden architecture, including churches, chapels, and scared crosses. It preserves the construction and art traditions of its traditional living space. The property preserves the traditions of harmonious nature management and combines rare evidence of the pre-Christian period of Russian history reflected in the living heritage of sacred groves and other sacred natural features.

The peasant landscape of Kenozero reflects the heritage of the people of the Russian North, who managed to preserve their unique tangible and intangible heritage through the centuries in various natural, economic and political contexts.

### b) Justification for Criteria

(i) The outstanding monuments of the religious folk architecture of Kenozero represent a unique artistic achievement in the harmony of forms, conciseness of composition, and asceticism of designs due to a special secluded location in space. These monuments are the embodiment of beauty, grandeur, and exceptional originality of the traditional architecture of the Russian North. The collection of church and chapel ceiling paintings (heavens) is unique in quantity, conservation, and artistic expressiveness.

The ceiling paintings of the Testament of Kenozero Lake represent a unique fusion of provincialism and late academism, archaic and classical, professional and folk art. Kenozero is an outstanding example of the original peasant art of the Russian North, which emerged due to their special lifestyle and social context.

(iii) Kenozero is an outstanding peasant landscape in terms of its values and state of conservation. Its unique cultural traditions and customs, archaic forms of folk art and traditional Russian crafts, as well as systems of nature management and agriculture, have been preserved almost unchanged to our times. Nature, man, and culture have merged together, representing a unique and invaluable testimony to the cultural tradition of the Russian North.

(v) The Testament of Kenozero Lake serves as an outstanding example of the preserved medieval cultural landscape of the Russian North, evolved as a result of the combination of traditional land use as well as agricultural and production system, with conserved historic structure and functional links.

(vi) Kenozero is one of the main centers of Russian epic creativity, which has enriched world folklore, a place of preserved spiritual practices with sacred spaces and the territory of the living heritage of people as the guardians of the unique cultural tradition.

#### **c) Statement of Integrity**

The cultural landscape of the Testament of Kenozero Lake has a high level of integrity, which is featured by high state of conservation and completeness of representation of all elements and attributes of potential outstanding universal value, including the representative complex of living villages with the local community, religious and civil buildings, traditional land-use system and lifestyle as well as the historical continuity of development.

The physical structure of the property, including key attributes of the cultural landscape, is in a good state of conservation and is not adversely affected by economic activity or abandonment. The works on the conservation and maintenance of monuments as well as the comprehensive monitoring and prevention of potential threats are executed on time.

Human activity on the territory of the property is environmentally sustainable and meets the values of the property, as the traditional land and water use systems are implemented on the territory.

The numerous historic, functional, planning and spatial links between the attributes and elements of the Testament of Kenozero Lake Cultural Landscape are preserved along with intangible elements, including traditional crafts and land-use methods.

The territory of the nominated property is sufficient for the comprehensive representation of all elements, features, attributes and processes reflecting the potential outstanding universal value of the property.

#### **d) Statement of Authenticity**

The peasant cultural landscape of Kenozero has fully preserved its authenticity, historical appearance, continuity of traditions in nature management and lifestyle, architecture and spiritual practices, representing a reserve of folk culture of the Russian North.

The requirements on authenticity are fully met by the traditional settlement system; the layout and structure of villages; the nature management and land use system; location, functional use, architectural forms and structures of monuments of wooden architecture and ordinary residential buildings of the villages.

The preservation of traditional technologies in construction, agriculture and crafts, the continuity of spiritual practices and customs are ensured in Kenozero.

The authenticity of the tangible and intangible heritage of the Testament of Kenozero Lake Cultural Landscape is confirmed by numerous documentary evidence, which is carefully studied by the researchers of Kenozero within the framework of over 80 research expeditions from the 19th century to the present.

The combination of almost non-modified nature of the northern forest lake district with the traditional peasant culture of the North Russian contributes to the preservation of the cultural landscape, which is supported by the sustainable traditional use of the property by the local community.

#### **e) Requirements for protection and management**

The Testament of Kenozero Lake Cultural Landscape is a unique cultural landscape, which is constituted by cultural and natural heritage protected at the federal and regional levels.

The territory of the nominated property and its buffer zone are a part of the territory of the Kenozero National Park Federal State Budgetary Institution and are under its management.

The management body aims to preserve the natural and cultural heritage constituting the cultural landscape of Kenozero in accordance with Federal Law No. 33-FZ of March 14, 1995, on Protected Areas and Federal Law No. 73-FZ of June 25, 2002, on Cultural Heritage Sites (Historical and Cultural Monuments) of the Peoples of the Russian Federation.

The protection regime established for the territory of the Kenozero National Park and the Management Plan of the nominated property for 2021-2027 provides for the necessary measures to preserve the Testament of Kenozero Lake Cultural Landscape as well as the measures to protect, monitor the economic activities and maintain the traditional nature management on its territory

In 2004, the Kenozero National Park was included in the UNESCO's Man and the Biosphere Program, which also contributes to the effective preservation of the Testament of Kenozero Lake Cultural Landscape.



## 2.2. STRUCTURE OF THE CULTURAL LANDSCAPE

The natural landscape structure of the territory allows identifying of three cultural landscape zones within the boundaries of the nominated property based on three main water bodies: Lyokshmozero, Vilno-Porzhenka, and Kenozero.

The key determining water body of the Lyokshmozero zone is the large and relatively flat-sided Lake Lyokshmozero. The compact groups of villages are located on the shores of the lake.

The Vilno-Porzhenka zone has many separate or groups of relatively small lakes located at some distance from each other. The small groups of villages with surrounding open spaces are also located around the lakes. Unlike the Lyokshmozero zone, these villages are usually oriented to several lakes at once, forming a single open space with meadows.



The Kenozero zone includes cultural landscape complexes located on the coast and islands of Lake Kenozero, and in the area of Lake Pochozero. Unlike Lyokshmozero Lake, Kenozero consists of many reaches, which are perceived as separate lakes. Most groups of settlements and their adjacent lands are connected with several bays at once as well as with the small lakes near Kenozero. The Pochezerskiy cultural landscape complex, located to the north, has a combination of the group of settlements with a system of two lakes, whereas the majority of the settlements are located between these two lakes.

Each cultural landscape zone could be further divided into cultural landscape complexes, which are considered as the main typological cell of the Testament of Kenozero Lake Cultural Landscape. The boundaries of cultural landscape complexes are determined by the boundaries of the impact of the group of villages that represents a single settlement node that has its own agricultural lands assigned to these nodes.

The effectiveness of this approach for structuring the Testament of Kenozero Lake Cultural Landscape, which was developed in Kenozero National Park Management Plan for 2001-2005 based on the assessment of the localization of open agricultural lands around historic villages and settlements, was repeatedly confirmed in protection, management and research practice in Kenozero.



# 3

## CURRENT STATE ANALYSIS

### 3.1 CURRENT LEGISLATIVE AND ADMINISTRATIVE MEASURES FOR THE CONSERVATION AND MANAGEMENT OF THE NOMINATED OBJECT AND ITS BUFFER ZONE

3.1.1. System of regulatory legal acts regulating relations in the field of conservation and management of the nominated object and its buffer zone

3.1.2. Ownership

3.1.3. Regulations on Kenozero National Park Federal State Budgetary Institution

### 3.2. SECURITY AND ENVIRONMENTAL SAFETY

3.2.1 Security of the territory of the nominated property and its buffer zone

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### 3.3. MANAGEMENT OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

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#### 3.4. CULTURAL LANDSCAPE CONSERVATION AND MANAGEMENT

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- 3.5.1. Architectural Monuments
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#### 3.8. CURRENT SOCIAL AND ECONOMIC FEATURES OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

- 3.8.1. Land distribution
- 3.8.2. Social and Engineering Infrastructure
- 3.8.3. Local Community Statistics

### **3.9. ENVIRONMENTAL EDUCATIONAL ACTIVITIES**

**3.9.1.** Internal Audience

**3.9.2.** External Audience

### **3.10. SUSTAINABLE TOURISM DEVELOPMENT**

**3.10.1.** Management Priorities in the Field of Sustainable Tourism Development

**3.10.2.** Territorial Model of Sustainable Tourism Development

**3.10.3.** Tourism Types

**3.10.4.** Tourism Infrastructure and Transport Services

**3.10.5.** Analysis of Sustainable Tourism Development



This section of the Management Plan described the legal and administrative framework for the conservation, and management of all attributes, features elements and components of the natural and cultural heritage of the Testament of Kenozero Lake Cultural Landscape. The section also evaluates the current state of the sustainable development of the territory of the nominated property and its buffer zone. It concludes by the comprehensive analysis of the current state of the Testament of Kenozero Lake Cultural Landscape, including the analysis of the existing protection, management, and conservation framework, the current state of the social and economic field of Kenozero as well as state environmental, educational, and tourism activities performed by the Park on the territory of the nominated property and in its buffer zone.

### **3.1. CURRENT LEGISLATIVE AND ADMINISTRATIVE MEASURES FOR THE CONSERVATION AND MANAGEMENT OF THE NOMINATED OBJECT AND ITS BUFFER ZONE**

#### **3.1.1. System of regulatory legal acts regulating relations in the field of conservation and management of the nominated object and its buffer zone**

##### **International legislation**

Paragraph 4 of Article 15 of the Constitution of the Russian Federation provides that “the generally recognized principles and norms of international law and the international treaties of the Russian Federation shall constitute an integral part of its legal system”.

The property is nominated for the inscription to the World Heritage List in accordance with the Convention concerning the Protection of the World Cultural and Natural Heritage (Paris, November 16, 1972). The Convention entered into force on December 17, 1975. It was ratified by the Decree of the Presidium of the Supreme Soviet of the USSR No. 8595-XI on March 9, 1988.

There are also the following international legal acts that are current in the case of conservation and management of the World Heritage sites:

- UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects (Rome, June 24, 1995);
- Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (Paris, November 14, 1970, ratified by Decree of the Presidium of the Supreme Soviet of the USSR No. 8423-XI on February 2, 1988);
- The Convention for the Protection of Cultural Property in the Event of Armed Conflict (The Hague, adopted on May Conference on the Protection of Cultural Property in the Event of Armed Conflict), as well as the Second Protocol to the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict 1954 (The Hague, adopted on March 26, 1999).

The Russian Federation is a member of the Commonwealth of Independent States, the Council of Europe, and the Eurasian Economic Union. The legal acts of these IGOs are subject to direct application by their member states and influence the national legislations of their member states. In this regard, the following legal acts would be especially current for the case of cultural heritage protection:

- European Cultural Convention (Paris, December 19, 1954, entered into the force for Russia on February 14, 1954);
- European Convention on the Protection of Archaeological Heritage (London, May 6, 1965, revised in Valletta on January 16, 1992, ratified by Federal Law No. 163-FZ of June 27, 2011);

- Convention on the Protection of the Architectural Heritage of Europe (Granada, October 3, 1985, ratified by the Resolution of the Council of Ministers of the USSR No. 973 of September 26, 1990 and entered into on March 1, 1991);
- The Black Sea Convention on Cooperation in the Field of Culture, Education, Science and Information (Istanbul, March 6, 1993, ratified by Federal Law No. 134-FZ of November 25, 1996).

### Russian legislation

The legal system of the Russian Federation includes both federal laws and laws of the subjects of the Russian Federation that develop and specify the provisions of the federal legislation. Also, important decisions for the nominated property are also made at the local level.



The analysis of the current state of the legal and administrative framework for the protection of the Testament of Kenozero Lake Cultural Landscape reveals that the legal protection of the territory of the nominated property and its buffer zone is comprehensive and adequate. The current regulations would also guarantee an appropriate level of protection of the cultural and natural heritage of the Testament of Kenozero Lake Cultural Landscape for the purposes of the 1972 Convention.

### The List of Legal Acts, Regulating the Activities on Conservation, Use and Protection of the Nominated Property, Kenozersky UNESCO Biosphere Reserve and Kenozero National Park

#### FEDERAL LEVEL

- Civil Code of the Russian Federation №51-FZ of November 30, 1994
- Land Code of the Russian Federation № 136-FZ of October 25, 2001
- Town-Planning Code of the Russian Federation № 190-FZ of December 29, 2004
- Forest Code of the Russian Federation №200-FZ of December 4, 2006
- Water Code of the Russian Federation №74-FZ of June 3, 2006
- Criminal Code of the Russian Federation № 63-FZ of June 13, 1996
- Code of Administrative Offences of the Russian Federation №195-FZ of December 30, 2001
- Budget Code of the Russian Federation № 145-FZ of July 31, 1998
- Tax Code of the Russian Federation (Part 1) № 146-FZ of July 31, 1998
- Fundamental Principles of the Russian Federation Legislation on Culture approved by the Supreme Council of the Russian Federation №3612-1 of October 9, 1992
- Federal Law on Cultural Heritage Properties (Monuments of History and Culture) of the Peoples of the Russian Federation №73-FZ of June 25, 2002

- Federal Law on Non-Profit Organizations № 7-FZ of January 12, 1996
- Federal Law on Environmental Protection №7-FZ of January 10, 2002
- Federal Law on Specially Protected Natural Areas № 33-FZ of March 14, 1995
- Federal Law on Animal World № 52-FZ of April 24, 1995
- Federal Law on Fishing and Preservation of Aquatic Biological Resources №166-FZ of December 20, 2004
- Federal law on the Federal Budget for 2017 and the Planned Period of 2019 and 2020 № 362-FZ of December 5, 2017
- Decree of the Government of the Russian Federation on Approval of the Statute on State Historical and Cultural Expertise № 569 of July 15, 2009
- Order of the Ministry of Culture of Russia on the Implementation of Certain Provisions of Article 47.6 of the Federal Law on Cultural Heritage Properties (Monuments of History and Culture) of the Peoples of the Russian Federation (№ 73-FZ of June 25, 2002) №1887 of July 1, 2015
- Order of the Ministry of Culture of Russia on the Approval of the Form of the Passport of the Cultural Heritage Property № 1906 of July 2, 2015
- Order of the Ministry of Culture of Russia on Approval of the Procedure for Issuing Permits for the Preservation Works on a Cultural Heritage Property Included in the State Register of Cultural Properties (Monuments of History and Culture) of the Peoples of the Russian Federation, or an Identified Cultural Heritage Property № 2328 of October 21, 2015
- Order of the Ministry of Culture of Russia on Approval of Composition and Procedure for Ratification of Reports Concerning the Realization of Works on the Preservation of the Cultural Heritage Property Included in the Unified State Register of Cultural Heritage Properties (Monuments of History and Culture) of the Peoples of the Russian Federation, or an Identified Cultural Heritage Property, the Procedure for Acceptance of Works for the Preservation of the Cultural Heritage Sites and Preparation of an Act of Acceptance of works Performed to Preserve a Cultural Heritage Site Included in the State Register of Cultural Property (Monuments of History and Culture) of the Peoples of the Russian Federation, or an Identified Cultural Heritage Site, and its Form № 1840 of June 25, 2015
- Regulations on the Protection Zones of Cultural Heritage Properties (Historical and Cultural Monuments) of the Peoples of the Russian Federation approved by Resolution of the Government of the Russian Federation № 972 of September 12, 2015
- Regulations on Kenozero National Park Federal State Budgetary Institution approved by the Order of the Ministry of Natural Resources and the Environment of the Russian Federation №166 of March 3, 2003; amended by Order №72 of March 26, 2009

#### REGIONAL LEVEL

- Law of the Arkhangelsk Oblast on Urban Development Code of the Arkhangelsk Oblast № 153-9-OZ of March 1, 2006
- Law of the Arkhangelsk Oblast on Regulation of Relations in the Field of Preservation, Use, Popularization and State Protection of Cultural Heritage Properties (Historical and Cultural Monuments) of the Peoples of the Russian Federation in the Territory of the Arkhangelsk Oblast № 132-10-OZ of February 15, 2010
- Decree of the Ministry of Culture of the Arkhangelsk Oblast on Establishing the Boundaries of Cultural Heritage Sites (Historical and Cultural Monuments) of the Peoples of the Russian Federation as Objects of Urban-Planning Activities of Special Regulation № 20-p of December 31, 2015

## MUNICIPAL LEVEL

- Rules of Land-Use and Development in the Villages Bukhalovo, Vershinino, Gorbachikha, Gory, Zekhnova, Karpova, Kachikova Gorka, Kositsyno, Mailakhta, Minina, Myza, Pogost, Ryzhkovo, Ryapusovsky Pogost, Semyonovo, Sysova, Spitsyna, Tambich-Lakhta, Tyrishkino, Shishkina, Ust-Pocha, Pocha of Kenozersk Municipal Entity, Plesetsk Municipal District of Arkhangelsk Oblast adopted by Resolution of the Municipal Council of Kenozersk Municipality №87 of June 16, 2015

### 3.1.2. Ownership

All cultural heritage monuments located on the territory of the nominated property are in federal ownership.

These 48 cultural heritage monuments were designated as cultural heritage properties of the Russian Federation in accordance with the Federal Law No. 73-FZ of June 25, 2002.

Two of the most significant cultural heritage monuments: (1) Porzhensky churchyard, 1782, 1854-1855, early 20th century, including the Church of St. George, 1782, early 20th century and the Wooden Fence of the Porzhensky churchyard, 1854-1855, and (2) Pochozersky churchyard, 19th century, second floor, 19th century, including the Church of the Procession of the Precious Wood of the Cross of Jesus Christ, 1785, 1883; the Church of the Discovery of the Head of St. John The Baptist, 18th century, 1882 and Belfry, 18th century, are designated as cultural heritage properties of federal significance, designated by the Resolution of the Council of Ministers of the RSFSR No. 1327 of August 30, 1960.

The remaining monuments are designated as cultural heritage properties of regional significance: 26 chapels on the territory of the Plesetsk district were designated by the Decision of the Arkhangelsk Regional Council of People's Deputies No. 154 of December 27, 1990. Other monuments (chapels, stone churches, two mills) were designated by various legal acts of the Administration of the Arkhangelsk Oblast in 1998-2013.

Of 48 cultural heritage monuments located within the territory of the nominated property, 22 of the monuments are under the right of operational management of the Kenozero National Park Federal State Budgetary Institution, which is confirmed by the Register of Federal Property. The operational management right of the Park on the remaining cultural heritage monuments is currently under registration, which is to be completed by the end of 2020.

The protection and monitoring of cultural heritage properties of both federal and regional significance located on the territory of the Arkhangelsk Oblast is conducted by the Inspection for the Protection of Cultural Heritage Properties of the Arkhangelsk Oblast, as an authorized executive body of the state authority of the Arkhangelsk Oblast, performing the functions in the field of conservation, use, promotion and state protection of cultural heritage properties (historical and cultural monuments) of the peoples of the Russian Federation on the territory of the Arkhangelsk Oblast.

The lands and land plots of national parks, in accordance with Article 95 of the Land Code of the Russian Federation, are in federal ownership and are entrusted to federal state budgetary institutions that manage national parks on the right of permanent (indefinite) use.





The land plots on the territory of the nominated property and in its buffer zone with cadastral numbers 29:15:000000:34, 29:05:000000:5 are owned by the Russian Federation and entrusted to Kenozero National Park Federal State Budgetary Institution on the right of permanent (indefinite) use on the basis of the Order of the Federal Property Management Agency in the Arkhangelsk Oblast No. 200-r of May 14, 2005 and No. 201-r of May 14, 2005.

The land plots and natural resources located within the boundaries of national parks are not subject to alienation from federal ownership. It is prohibited to change the purpose of land plots located within the boundaries of national parks, except in cases provided for by federal laws.

According to Paragraph 6 of Article 95 of the Land Code of the Russian Federation, it is allowed to have land plots of other users within the boundaries of national parks, as well as of owners, whose activities do not have a negative impact on the lands of national parks and do not violate the regime of their use.

There are land plots of third-party land users included without withdrawal from economic exploitation, with a total area of 7,673.01 hectares within the boundaries of the territory of the Kenozero National Park. The state acts of permanent (indefinite) use of land were issued to the administrations of Kargopol (ARo-05-04 No. 389) and Plesetsk (Aro-15 No. 000266) districts of the Arkhangelsk Oblast in 1993 and 1994, respectively. These land plots are the lands of villages, settlements, agricultural lands, as well as land plots under linear objects (roads and power lines).

Currently, the territories of three municipalities are partially located within the boundaries of the nominated property and its buffer zone, including Kenozero Municipal Institution, Konevskoye Municipal Institution of the Plesetsk district of the Arkhangelsk Oblast, and the Kargopol Municipal District of the Arkhangelsk Oblast.

Considering the special legal status of the lands of the Kenozero National Park, the regulation of urban development activities is under the competence of the Ministry of Natural Resources and Environment of the Russian Federation.

If a capital construction or any new development project is planned to be constructed within the boundaries of Kenozero National Park, a construction permit should be obtained from the Ministry of Natural Resources and Environment of the Russian Federation. The Ministry of Natural Resources of Russia also monitors the permitted use of each land plot planned for development.

The town-planning restrictions necessary to preserve the traditional appearance of settlements located within the boundaries of the nominated property, the parameters of permitted construction, reconstruction of capital construction facilities are currently regulated by the Rules of Land-Use and Development in the Villages Bukhalovo, Vershinino, Gorbachikha, Gory, Zekhnova, Karpova, Kachikova Gorka, Kositsyno, Mailakhta, Minina, Myza, Pogost, Ryzhkovo, Ryapusovo, Semyonovo, Sysova, Spitsina, Tambich-Lakhta, Tyrishkino, Shishkina, Ust-Pocha, Pocha of Kenozero Municipal Entity, Plesetsk Municipal District of Arkhangelsk Oblast adopted by Resolution of the Municipal Council of Kenozersk Municipality №87 of June 16, 2015.

It is planned that the new version of the Regulations on the Kenozero National Park Federal State Budgetary Institution would determine the parameters of permitted construction, reconstruction of capital construction facilities located within the boundaries of the National Park in accordance with Article 2 of the Federal Law on Specially Protected Natural Areas.

### 3.1.3. Regulations on Kenozero National Park Federal State Budgetary Institution

Currently, in its work, the Park is guided by the Regulations on Kenozero National Park Federal State Budgetary Institution approved by the Order of the Ministry of Natural Resources and Environment of Russia No. 166 of March 5, 2003 (amended on March 26, 2009), according to which three functional zones are allocated within the territory of Kenozero National Park. These functional zones regulate the protection and use of both the territory of the nominated property and its buffer zone:

- protected zone: 19,264.2 ha (13.74%)
- recreational zone: 73,080.1 ha (52.12%)
- cultural landscape protection zone: 47,873.7 ha (34.14%).

The territory of the nominated property is distributed by functional zones as follows:

- protected zone: 5.97% (4,235.7 ha);
- recreational zone: 46.94% (33,309.9 ha);
- cultural landscape protection zone: 47.1% (33,416.0 ha)

The Regulation defines a differentiated regime of special protection of the territory of the Kenozero National Park for each functional zone.

**The protected zone** is introduced to preserve and restore the processes of the natural evolution of natural complexes, reference, and unique natural complexes and objects, the most valuable natural ecosystems, rare and endangered species of animals and plants and their habitats, maintain the diversity of local plant and animal species, preserve natural and cultural landscapes. In the protected zone, any economic and recreational use of the territory is prohibited, including construction work, all types of logging, except selective sanitary logging, use, and seizure of natural resources (sport hunting and fishing).

**The recreational zone** is introduced to preserve natural complexes and picturesque landscapes as well as for the organization of educational tourism, environmental education of the population. In the recreational zone:



- it is allowed to place environmental and educational trails and routes, parking places for day rest and overnight accommodation, places for swimming;
- it is allowed to conduct traditional agricultural activities within the historical boundaries of agricultural lands and other traditional activities of the local community (fishing, collecting herbs and dry trees, etc.);
- it is allowed to conduct maintenance works on historical paths and routes of movement;
- it is allowed to conduct conservation and restoration works on cultural heritage monuments;
- it is allowed to conduct activities aiming to support and revive traditional arts and crafts.

It is prohibited to conduct guided tours without the permission of the Park, also It is prohibited to place production or household waste. Moreover, it is prohibited to perform any activities that violate the beauty and picturesqueness of landscapes and cause damage to the natural environment.



**The cultural landscape protection zone** involves the organization of certain types of activities that ensure the reproduction of the main structures and elements of the cultural landscape. The cultural landscape protection zone encompasses the territories of historical villages and settlements with historical and cultural monuments and structures of the traditional peasant economy. The zone also includes the forest, meadows, and agricultural lands (adjacent to villages and settlements). In such lands, the local community could perform traditional activities, whereas the Park could place its infrastructure facilities.

The cultural landscape protection zone has subzones of (1) agricultural landscapes and (2) integrated cultural monument protection subzones. The integrated cultural monument protection subzones are divided into monument protected zones, development regulation zones, and historical cultural layer zones. This zoning defines the land-use regimes located within the boundaries of municipalities: residential and economic development areas of settlements, subzones of visitor

services, areas of economic activity of the Park. It is allowed to conduct all types of guided tours and environmental and educational activities, including the arrangement of environmental routes and the construction of tourist infrastructure facilities in the cultural landscape protection zone, where it is also to possible:

- To restore traditional peasant courtyards and historical settlement planning;
- To conduct traditional agricultural activities within the historically established boundaries of agricultural lands;
- To support and revive traditional arts and crafts;
- To conduct maintenance, conservation, restoration and landscaping works on historical and cultural monuments;
- To conduct the maintenance and regeneration of historical routes of movement and communication;
- To develop horse-drawn and other traditional forms of transportation;
- To conduct research works.

In all subzones of the cultural landscape protection zone, it is prohibited to perform any activities that could violate the aesthetic value and integrity of the cultural landscape and damage the natural and cultural environment. It is also prohibited to implement new construction projects without the permission of the Park and without the approval of proposed project documentation. It is also prohibited to expand the boundaries of existing settlements beyond the historical boundaries of small settlements without the permission of the Park with the exception of the settlements of Pocha, Ust-Pocha, Vershinino, Morchikhinskaya, the territorial development of which must be conducted in accordance with the development project documentation agreed by the Park.

In the context of the new amendments of December 28, 2013 to the Federal Law on Specially Protected Natural Areas No. 33-FZ of March 14, 1995, the Park has developed and submitted for approval to the Ministry of Natural Resources and Environment of the Russian Federation an updated draft Regulation on the Kenozero National Park. According to the draft Regulation, the functional zoning would slightly change and be enlarged.

### 3.2. SECURITY AND ENVIRONMENTAL SAFETY

Security and environmental safety of the territory of the nominated property and its buffer zone is ensured in accordance with the requirements of Federal Law on Specially Protected Natural Areas No. 33-FZ, Federal Law on Environmental Protection No. 7-FZ, Federal Law on Production and Consumption Waste No. 89-FZ, Federal Law on Atmospheric Air Protection No. 96-FZ, Federal Law on Subsoil No. 2395-1, the Land Code of the Russian Federation, the Water Code of the Russian Federation, the Forest Code of the Russian Federation. The activities on ensuring the security and environmental safety on the territory of the nominated property and its buffer zone are regulated by the Regulations on Kenozero National Park Federal State Budgetary Institution approved by the Order of the Ministry of Natural Resources and Environment of Russia No. 166 of March 5, 2003 (amended on March 26, 2009).

#### 3.2.1. Security of the territory of the nominated property and its buffer zone

The Park performs the following activities to ensure the security of the territory of the nominated property and its buffer zone:



- protects natural and cultural heritage within the boundaries of the nominated property and its buffer zone. It implements measures provided for by law to identify and suppress violations of the established protection regime, natural and cultural heritage protection legislation;
- organizes the protection of forests and other natural complexes from fires and their extinguishing, as well as the protection of forests from pests and diseases;
- ensures the protection of cultural heritage monuments;
- monitors the activities of economic entities (legal entities and individuals) on the territory of the nominated property and its buffer zone in terms of their compliance with the established protection regime and natural and cultural heritage protection legislation;
- manages and controls activities to ensure the regulation of tourism and recreation activities.

The compliance with the established regime of protection of the territory of the nominated property and its buffer zone is ensured by the security service of the Park. The activities of the security service are multifunctional and include protection of forests (including fire protection), protection of wildlife, protection of aquatic biological resources, protection of cultural heritage monuments. The security service also performs biotechnical activities and is involved in the arrangement of environmental and touristic routes and trails. The staff of the security service also accompany the visitors.

The operational management of the security service is entrusted to the Deputy Director for Territory Protection.

The territory of the Kenozero National Park is divided into 6 inspection sites, 3 of them are located in the Kenozero district forestry and 3 in the Lyokshmozero district forestry. Each inspection site is assigned to a district inspector, whose subordination is from 2 to 7 state inspectors and foresters. The operational management of district forestry is entrusted to senior state inspectors in the field of environmental protection (foresters). The district forestries also have assistant foresters (senior state inspectors).

Special operational groups were established in each of the district forestries to strengthen the security in the natural complexes and monitor compliance with the established regime.

The legal support in cases of administrative offenses is conducted by the legal department of the Park.

Security Service Staff (as of 01.12.2020)		
Position	Staff Units	Employees
Director – Chief State Inspector for Environmental Safety	1	1
Deputy Director on Protection – Deputy Chief State Inspector for Environmental Safety	1	1
Chief Forester - Senior State Inspector for Environmental Safety	1	1
Senior State Inspector for Environmental Safety (Foresters, Assistant Foresters, Head of the Department of Environmental Management and Environmental Safety, Heads of Operational Groups)	12	11
District State Inspector for Environmental Safety	7	6
State Inspector for Environmental Safety	28	26
<b>Total</b>	<b>50</b>	<b>46</b>

## Security Service Assessment

The maintenance of security in the territory of the nominated property and its buffer zone is considered satisfactory. The maintenance of security has benefited from preventive activities, long-term monitoring activities, inspectors' capacity-building, improved technical equipment, and the introduction of new technologies, including communications and navigation as well as the support of the local community. The capacity building of the professionals of the security service is also a vital part of the security of the territory: The Park regularly arranges seminars, training, and other events to strengthen the theoretical and practical experience of its security staff.

### Forest Fire Protection

Forest fire protection is one of the most vital tasks of the security service of the Park. In addition to the regular inspection patrolling and monitoring of the fire safety conditions, the following activities are conducted to ensure the forest fire protection within the territory of the nominated property and its buffer zone:

- forestry roads clearing from windbreaks;
- fire barrier lines clearing;
- fire barrier lines arrangement along the boundaries of settlement lands (agricultural fields) and forests;
- water supply points clearing;
- clearing helipads;
- maintenance of barriers at exits from public roads to forests;
- production and installation of signs and information boards on fire safety rules and measures.

### Facilities and Technical Equipment

The security service has a sufficient number of vehicles, watercraft, and equipment that allows ensuring security in the territory of the nominated property and its buffer zone. The security service has 7 cars, 12 overshov vehicles, 3 four-wheelers, 13 motorboats, 24 rowing boats, one off-road vehicle, one tractor, and one hovercraft.

The Park also has its own fire-fighting equipment and facilities, including 2 fire-chemical stations, 4 tracked and 2 wheeled tractors, 2 plows, 3 forest patrol complexes, 2 forest fire modules, 2 fire tankers, 3 four-wheelers, one fireboat, one tugboat with a barge, manual fire extinguishing equipment.

### 3.2.2. Environmental Safety

The environmental safety measures are implemented by the Park in the following areas:

- **Protection of atmospheric air.** The Park controls the emissions from 108 sources of its facilities. The negative impact on the environment is calculated and paid.
- **Control and removal of production and consumption waste.** There are 21 types of production waste sources on the territory of the nominated property and its buffer zone. The Park monitors the generated, used, disposed municipal and hazardous waste. The Park also initiated and introduced separate waste collection on the territory of the nominated property and its buffer zone in cooperation with the local community, including the removal of recyclables (plastic, metal, paper) based on the contract with the regional operator for the removal of municipal solid waste.

- **Control of the use of mineral resources and control of the use of water resources.** The Park has a license for the use of subsoil to extract groundwater until 2033. The water is used for technical supply of the facilities of the Park in the Kargopol sector, whereas, the water supply is centralized in the Plesetsk sector. The water quality is constantly monitored by the Production Control Program, the Park also makes the calculation and payment of water use.
- **Elimination of accumulated environmental damage and reduction of environmental risks.** Currently, the Park works on the elimination of accumulated unauthorized landfills on the territory of the nominated property and its buffer zone. The strategy of the Park is aimed at reducing waste generation, including hazardous waste, by implementing measures in the following areas: separate waste collection, environmental education, elimination of existing unauthorized landfills. In 2020, the Park also developed the environmental risk management plan on the prevention and elimination of oil and petroleum product spills until 2025.

### 3.2.3. Visitor Management and Safety

One of the priorities of the Park is the mitigation of the potential adverse impact of visitation on the potential OUV of the Testament of Kenozero Lake Cultural Landscape. It is mainly achieved due to the provisions of federal legislation regulating the visitation activities at protected areas. The visitor management and safety are ensured by the following measures:

- Functional zoning of the territory of the nominated property and its buffer zone with differentiated visitation regimes;
- Visitation and recreational zoning with a system of interconnected, clearly localized support centers and peripheral centers of tourism;
- Code of conduct for the visitors of the nominated property and its buffer zone with administrative responsibility for its violation.

It is necessary to have a permit to remain in the territory of the nominated property and its buffer zone for tourism and recreation in accordance with the Decree of the Government of the Russian Federation on Approval of the Rules for Determining Fees for Individuals Not Residing in the Settlements within the Boundaries of Protected Areas No. 1039 of July 13, 2020.

The permits are at the visitor centers, inspection points, and offices of the Park in the Kargopol and Plesetsk sectors. Since 2018, it is also possible to receive the permit online via the official website of the Park.

The number of issued permits also ensures the monitoring of visitation on the territory of the nominated property and its buffer zone.

The existing network of equipped environmental routes also allows distribution of the visitation flows within the territory of the nominated property and its buffer zone, ensuring the safety of visitation as well as the environmental safety of the territory.

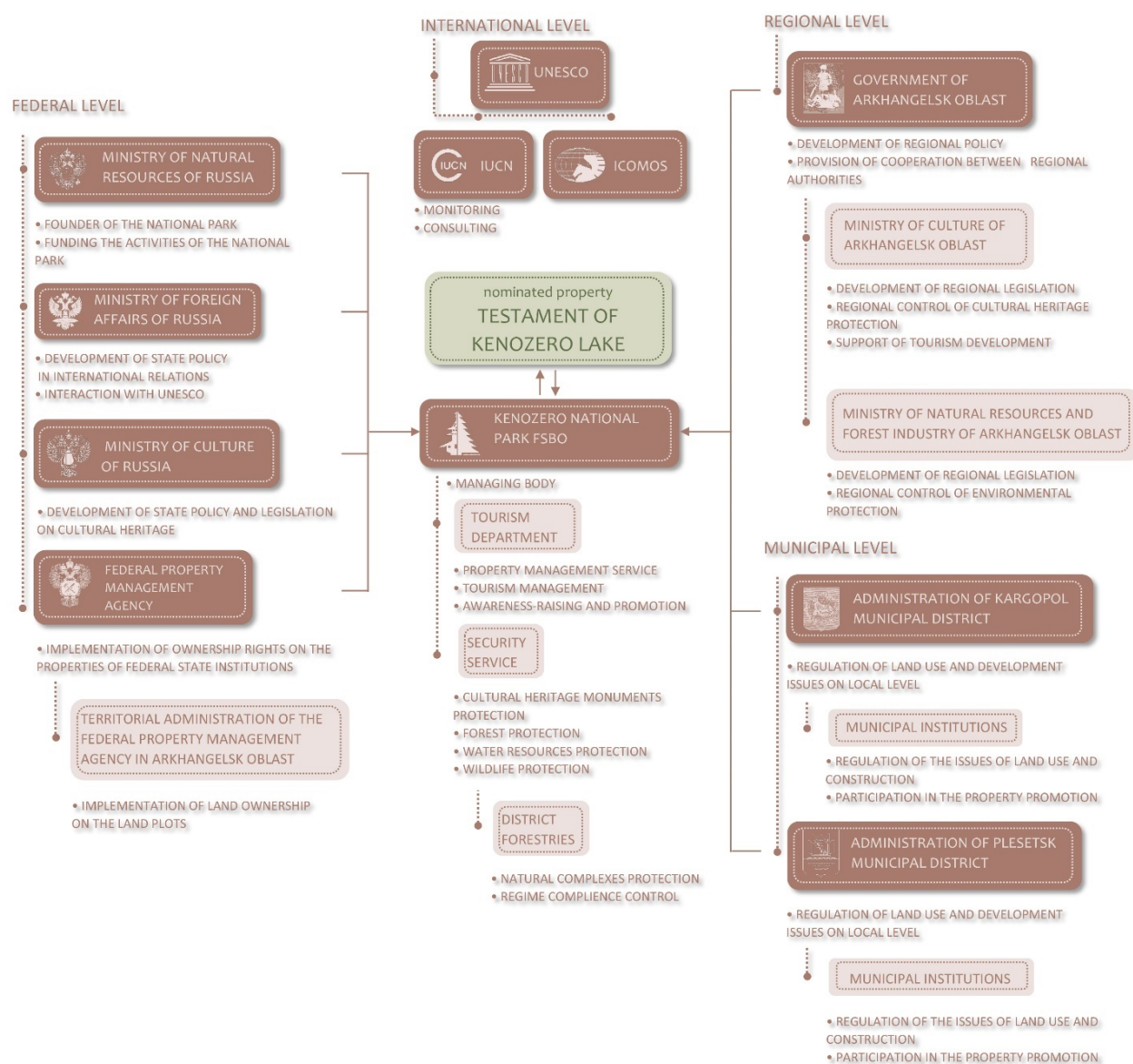
The visitation of cultural heritage monuments on the territory of the nominated property and its buffer zone is possible only with the guardians of these monuments from the local community.

In case of mass events, the Park informs the law enforcement authorities, their employees ensure law and order.

### 3.3. MANAGEMENT OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

The management of the nominated property and its buffer zone is conducted by the Kenozero National Park Federal State Budgetary Institution (Park).

The territory of the nominated property and its buffer zone is located entirely within the boundaries of the Kenozero National Park. The designation of a protected area of the federal significance of this national park guarantees comprehensive protection of the potential OUV of the Testament of Kenozero Lake Cultural Landscape property in accordance with international standards and Russian legislation.



The Kenozero National Park Federal State Budgetary Institution is a legal entity, funded from the federal budget, extra-budgetary sources as well as the Park's own funds allocated for the implementation of the targeted activities of the Park. The Park has independent balance, accounts, including currency accounts, in institutions of banks of the Russian Federation and a seal with the image of the State Emblem of the Russian Federation and its name. The Park is headed by a director appointed by the Ministry of Natural Resources and Environment of the Russian Federation. The Director, in accordance with the legislation, the Charter, the Regulations, the orders of the Ministry of Natural Resources and Environment of the Russian Federation, manages and ensures the implementations of the assigned tasks and is fully responsible for the activities of the Park. The Park has a flexible organizational structure, which is established by the Director in accordance with the institution's tasks.

### 3.3.1. Structure of the Kenozero National Park Federal State Budgetary Institution

The structure of the Park is constituted by various departments and services established to ensure the implementation of the key assigned tasks, including protection, conservation, research, and interpretation of the cultural and natural heritage of the Testament of Kenozero Lake Cultural Landscape. Their activities are conducted in accordance with special provisions developed for each of these structural units.

- **Key Activities Complex:**
  - Department of Accounting, Economic Analysis, and Planning
  - Department of Key Activities and Personnel Policy
  - Legal Department
- **Conservation, Research, and Interpretation Complex:**
  - Department for the Natural Heritage Studies
  - Department for the Historical and Cultural Heritage Studies and Interpretation
  - Department of Museum Funds, Scientific Library, and Scientific Archive
  - Department of Rational Nature Management and Environmental Safety
  - Development Service:
    - Tourism Development Department
      - Tourism Organization Sector
      - Visitor Reception and Service Sector
    - Department of Environmental Education
    - Department of Social and Cultural Activities
  - Security Service:
    - Operational Groups
    - Kenozero National Park Forestry
      - Kenozero district forestry
      - Lyokshmozero district forestry
    - Onega Pomorie National Park Forestry
- **Infrastructure support, protection, and immovable monuments conservation complex:**
  - Transport and Logistics Support Service
  - Department of Conservation, Capital Construction, and Maintenance:
    - Immoveable Monuments Accounting, Monitoring, Conservation, and Restoration Sector
    - Maintenance and Conservation Unit (Plesetsk sector)
    - Production Base (Kargopol sector)
    - Production Base (Onega Pomorie)
    - Maintenance Service.

The structure of the Park is open for the establishment of new structural units depending on current and future tasks. The structure and staffing of the Park are approved by its Director.



In 1994, **the Scientific and Methodological Council** was established in the structure of the Park to ensure and monitor a high level of implementation of the research, methodological, environmental activities of the Park.

Moreover, **the Conservation Council** was also established in the structure of the Park to organize the monitoring of the implementation of measures for the conservation and restoration of museum objects from the Museum Funds of the Park. The Council evaluates the safety of museum objects, defines conservation and restoration strategies, and monitors the quality of conservation and restoration. The Council is constituted by scientific staff of the Park, art restorers certified by the Ministry of Culture of the Russian Federation as well as by leading experts in the cultural heritage identification, study, and conservation.

The Park also has **the Scientific and Technical Council** to provide scientific, informational, analytical, and expert support. It is the highest collegial advisory body of the institution, which brings together leading researchers, heritage professionals, and heads of structural divisions of the Park to develop recommendations on the development and implementation of the management and sustainable development documents for the nominated property and its buffer zone.

The above-mentioned advisory bodies integrated into the management structure of the nominated property and its buffer zone allow ensuring the principle of transparency and consistency of intentions, which is fundamental in the implementation of the 1972 Convention.

### 3.3.2. Personnel Policy Analysis

The personnel policy of the Park logically follows from the mission and strategic aims of the institution and focuses on the specific results of its activities and development prospects. The main aim of the personnel policy of the Park could be defined as the development of highly qualified, professional, and motivated personnel at all levels.

1,678 people live on the territory of the nominated property and in its buffer zone. The number of full-time employees of the Park is 165 people. The National Park also annually hires over 100 people for temporary work (emergency, maintenance, and conservation work on architectural monuments, forestry activities, environmental education, landscaping, tourism). Therefore, the Park is the main employer on the territory of the nominated property and its buffer zone. The number of the members of the local community directly involved in the nominated property management is exceeding 400 people, if we consider their family members.

Out of 165 full-time employees, 51 people are administrative and managerial staff, 43 people are core staff, 71 people are support staff.

One of the most important areas of the personnel policy of the Park is capacity-building and training of employees. The Park organizes various internships to improve the professional level of professionals in Russian and international national parks, nature reserves, museums, sustainable tourism centers.

Moreover, the targeted professional development programs in cooperation with the leading Russian museums and museum-reserves allow the Park to develop new forms and methods of cultural heritage interpretation and to introduce new interpretation technologies in Testament of Kenozero Lake Cultural Landscape.

At the same time, the employees working on security and environmental protection of the territory are also trained in partner organizations, international environmental organizations, specialized educational institutions. The employees of the Accounting, Economic Analysis and

Planning Department are completing regular training via specialized programs. Several employees of the Park are studying at the universities via on-the-job programs.

The systematic work on training and retraining of employees is a vital condition for the development of the Park as a competitive organization. Unfortunately, the lack of targeted funding, the reduction of free courses and programs for the exchange of experience, and the training of professionals do not allow to fully meet the needs of the Park in improving the skills and knowledge of its employees.

The average age of the Park's employees is 42 years. The number of women out of the total staff is 42%. The combination of emerging and experienced professionals and gender equality represents the stability and well-being of the gender and age structure of the Park staff.

Out of 165 employees, 48 people have higher education, 5 of them are PhDs. However, only six people among the full-time employees working directly on the territory of the Park have a higher education. Therefore, there is a shortage of highly qualified personnel in the field. The involvement of third-party professionals with higher education is hindered, first of all, by the lack of official housing on the territory of the Park. In this context, one of the ways to solve this issue is to actively work on the career guidance of local youth and their further employment. In addition, the low level of financial incentives for labor established by the state creates a threat of loss of qualified personnel and complicates the recruitment of new professionals.

Nevertheless, temporary creative teams and project teams are established to implement specific projects and solve specific tasks. These teams may also include third-party experts and professionals. In addition to financial incentives for the employees, it is necessary to continue to maintain their internal motivation, strengthen the unity, integrity, and cohesion of the team, form the corporate spirit as a factor of competitiveness, develop closer interaction and coordination of the structural units of the Park.

### **3.3.3. Testament of Kenozero Lake Nominated Property Conservation and Management Sector**

The Testament of Kenozero Lake Nominated Property Conservation and Management Sector is to be created within the structure of the Park to ensure the effective management of the nominated property. The work of the sector would be based on the provisions of the Operational Guidelines for the Implementation of the World Heritage Convention. According to the Operational Guidelines, the effective management system of World Heritage sites is based on short, medium, and long-term planning cycles aimed at nominated property protection, conservation, and promotion. The integrated approach to planning and management is fundamental to guide the evolution of World Heritage sites over time and ensure that all aspects of their OUV are maintained. This approach goes beyond the boundaries of World Heritage properties and includes buffer zones as well as their wider settings. Therefore, the work of this sector would be based on close cooperation with all Park structures and stakeholders.



### 3.4. CULTURAL LANDSCAPE CONSERVATION AND MANAGEMENT

The comprehensive system of actions and measures for the conservation and maintenance of the Testament of Kenozero Lake Cultural Landscape was developed within the Management Plan of the Kenozero National Park for 2001-2005 (2001). In this document, the researchers from the Russian Scientific Research Institute of Cultural and Natural Heritage named after D.S. Likhachev together with the Park staff described the typology and classification of the elements and complexes of the cultural landscape and defined its values in various fields, including natural, spatial and geographical, cultural, and ethnographic values. Moreover, and perhaps most importantly, the document justified the fundamental adjustment of the functional zoning of the Kenozero National Park and introduced the protection zoning for the cultural landscape with flexible management regimes in its functional zones. The protection zoning not only permitted or prohibited types of activities but also determined core activities required to be organized to support and maintain the unique cultural landscape of Kenozero.

This approach was fixed in the Regulations on the Kenozero National Park Federal State Budgetary Institution approved by Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 166 of March 5, 2003, as amended by Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 66 of March 17, 2005 and Orders of the Ministry of Natural Resources and Environment of the Russian Federation No. 48 of February 27, 2009 and No. 72 of March 26, 2009).

Unfortunately, the existing functional zoning of the territory of the nominated property and its buffer zone, which corresponds to the Federal Law on Protected Areas does not allow the legal designation of the cultural landscape, as the Russian legislation on protected natural areas does not determine cultural landscapes as a separate concept.

As regards the key areas of conservation, maintenance, and research of the cultural landscape, it is necessary to note that they were identified based on the features of the Testament of Kenozero Lake nominated property. Traces of ethnic and cultural processes of various historical periods have been preserved in the modern landscape structure of the Testament of Kenozero Lake nominated property, defining its internal hierarchy, which is quite sensitive to external changes. In this context,

the main task of the Park is to recognize and maintain the boundaries and location of structural elements of the cultural landscape, its attributes, and historical interdependence in time as well as to perform necessary actions to mitigate adverse impacts on the cultural landscape.

#### **3.4.1. Maintenance and Use of the Cultural Landscape**

It is possible to define two main components in the structure of cultural landscape complexes (structural elements of the integral cultural landscape of the Testament of Kenozero Lake):

- rigid planning organization of lands of various functional purposes, tending to certain centers (dominant points);
- associative hierarchy of individual elements reflecting the lifestyle and economy of the traditional peasant culture of the Russian North.

These components determine the order of priority and sequence of works to maintain the cultural landscape:

- Conservation and maintenance of central (dominant) points, such as churches, chapels, sacred groves.
- Conservation of traditional settlement layout.
- Maintenance of open agricultural lands in the zone of direct visual perception from the central, dominant points in the landscape complex.
- Conservation of civil (engineering) infrastructure facilities in peripheral areas, such as roads, bridges, mills.
- Maintenance of clear boundaries of lands, settlements, sacred groves, and other polygonal elements from erosion as a result of the overgrowth of tree and shrub vegetation.
- Identification, documentation, and revival of toponymic names lost due to the disappearance of functional elements of cultural landscapes. Basically, these are the names of abandoned and overgrown fields and roads.

In accordance with the current functional zoning, the cultural landscape protection zone has been defined on the territory of the nominated property and its buffer zone, constituted by 24 local cultural landscape complexes with a total area of 52,807 hectares, 22 of them have preserved their authenticity and integrity and are included in the territory of the nominated property.

The conservation and maintenance of the Testament of Kenozero Lake Cultural Landscape requires a comprehensive system of actions, including the maintenance of agricultural use of the territory (as the main method of preservation of open lands) and, at the same time, implementing targeted measures to conserve the traditional spatial structure and elements. However, currently, the application of the complex approach is hindered.

It is possible to protect the cultural landscape from degradation if the local community performs traditional types of nature management such as agriculture and forestry, fishing, and hunting, which are the active interventions in the natural processes of ecosystem development transformed by man over hundreds of years of economic activity. However, there are economic, politic and demographic issues impacting this process.

This aspect conditioned the complex reevaluation of the management of the cultural landscape. The new concept of maintenance and use of the Testament of Kenozero Lake Cultural Landscape considers, on the one hand, the preservation of agricultural landscapes in villages abandoned by people. On the other hand, the development and implementation of programs of social and economic



support for the local community, as a bearer of the traditional nature management, in residential villages. The interest of the local community in preserving the traditional lifestyle is used and applied for the maintenance of the basic structures of the cultural landscape. In this context, the main focus is directed not only on obtaining agricultural products rather on maintaining traditional lifestyle, landscape, and nature management as a tourist product.

The efforts of the Park are also focused on the conservation and maintenance of individual elements of the cultural landscape, which are under the threat of loss. This activity is implemented in the following areas:

#### 1. Maintenance of the traditional planning structure of cultural landscape complexes

This activity is regulated by the Forestry Organization and Management Project (2014), the Regulations of Forestry (2019), and the Forest Development Project for Forest Areas (2019) and includes the measures for the agricultural use of the territory and logging for the maintenance of the cultural landscape. The annual volumes are the following:

N	Type of Use	Measurement Unit	Annual Available Volume	Annual Planned Volume
1	Haymaking	ha/ton	528/300	509,6/269,7
2	Livestock Grazing	ha/livestock number	849/1700	577,8/273
	a. in forest		200/800	458,9/115
	b. in pasture		649/900	118,9/158
3	Beekeeping			
	a. melliferous plants:	ha	1200	120,4
	herbs	ha	1200	120,4
	b. melliferous capacity:	kg/ha	80	80
	c. the possible number of bee colonies	colonies	1500	150

The total fund of planned logging to preserve the cultural landscape for 10 years is 55.7 hectares with the cutting of 15.5 thousand cubic meters of wood. The annual volume of logging to preserve the cultural landscape is projected at 7 hectares with an average of 340 cubic meters of woodcut. The logging is planned in the peripheral parts of cultural landscape complexes. In some cases, continuous cutting of young trees is assumed, in others, the preservation of forest fringes.

Cultural Landscape Maintenance Activities of the Park						
Type of Activity	2015 г.	2016 г.	2017 г.	2018 г.	2019 г.	2020 г.
Logging, ha	7,1	1,7	4,5	1,0	5,3	–
Moving the territories surrounding the cultural heritage monuments, ha	16,0	16,0	31,0	55,0	50,5	50,5
Moving the lands in accordance with the cultural landscape complex management plans, ha	12,0	12,0	12,5	18,0	18,0	49,5
Moving the territories of water bodies, ha	–	–	–	2,0	1,0	1,0
Logging tree and shrubbery vegetation in agricultural lands, ha	3,0	3,0	4,0	4,5	13,5	12,4
Reclaiming, seeding perennial grasses, ha	–	5,0	2,0	2,5	2,5	2,5



The annual planned works cover a relatively small part of the Testament of Kenozero Lake Cultural Landscape, namely, it does not exceed over 3% of the area of all agricultural land. As a rule, these works are planned near historic settlements and along environmental and educational trails and routes, where the overgrowth of fields causes a risk of loss of elements of the cultural landscape.

The logging is implemented in the context of the preservation of the visual framework of the terrain, i.e. the entire structure of the landscape complex. The logging is implemented on peripheral forest areas of the cultural landscape on an area of up to 5-7 hectares, whereas clearing of the overgrowth of tree species is implemented in the area of up to 10-13 hectares per year. The methodology of logging is based on the use of manual motorcycle cutters, chainsaws, tractors with mounted mulchers for clearing wood and shrub vegetation, mini-tractors with mounted mowers. This method is also applied for clearing up to 100-150 km of historic monastery routes and cart roads annually.

The haymaking on the territory of the cultural landscape could be considered as a preventive measure against their overgrowth with tree and shrub vegetation. This is a quite important and effective tool for maintaining cultural landscape complexes. The annual area of mowing in meadows does not exceed 60 hectares.

The plowing with subsequent seeding of perennial grasses also shows positive results. The area of this activity does not exceed 2.5 hectares annually.

The cessation of fishing in shallow waters and small lakes with seines, traditional in the recent past, led to the active overgrowth of lakes with macrophytes and bog formation. Therefore, the mowing of aquatic plants with a mower boat is occasionally conducted in water bodies adjacent to historic settlements and valuable components of the cultural landscape.

## **2. Traditional Agriculture Support**

The relevance and extensive understanding of the issue of conservation of the Testament of Kenozero Lake Cultural Landscape was demonstrated by the Russian-Norwegian project on the Development of Traditional Landscapes in the Barents Region on the Example of the Kenozero National Park implemented in 2002-2004. Its research expeditions were attended by representatives of the Norwegian Ministry of the Environment, the University of Tromsø, the Norwegian Agricultural Institute, the Vefsn Agricultural College, the Royal Institute for the Development of Society (Norway), Pomeranian State University (Arkhangelsk), the Arkhangelsk Forestry Expedition and Kenozero National Park.

The project participants aimed to identify the promising agricultural methods for residential villages and develop effective management methods for preserving the cultural landscape in villages abandoned by the local community in accordance with the results obtained in the course of research. Special attention was paid to the analysis of various types of meadow vegetation, the assessment of the impact of various agricultural methods on the biological diversity of the cultural landscape, which is at various stages of degradation. Several seminars with the local community were organized on the issues of effective livestock farming and were accompanied by practical conservation works on two cultural landscape complexes. The result of joint research was a deep understanding of the fact that the conservation and use of the traditional cultural landscape combine the principles of biodiversity conservation, cultural heritage protection, and sustainable development. This project launched the development of the special type of tourism, based not on a mass character, but on getting special impressions from living in traditional peasant culture, participating in agricultural work, and consuming environmentally friendly food.



The basis of the Testament of Kenozero Lake Cultural Landscape is the people living in Kenozero. Therefore, the separate activity area on the conservation of the cultural landscape is the support provided by the Park to traditional agriculture, which has a decisive impact on the state of conservation of the cultural landscape. In this light, since the 2000s, the number of private cattle and small cattle has been reducing. Nevertheless, the local community continues to keep farm animals in their households. The Park provides gratuitous assistance in haymaking to residents who have livestock, supports their initiatives for processing dairy products (as the Kenozero Cheeses project), the use of sheep wool in the production of souvenirs. The local agricultural products are purchased as a priority for catering the visitors of the Park. Moreover, the series of tourist programs with visits to private farmsteads are also organized by the Park. As regards the financial support, the applications for the purchase of farm animals are considered as a priority within the framework of the micro-loans program implemented by the Kenozero Friends Club Association. These measures are aimed at the economic motivation of the local community to maintain traditional agriculture, and, therefore, to maintain the Testament of Kenozero Lake Cultural Landscape.

In 2019, the Model Rural Farmstead program was launched. The Park bought several old peasant houses in the 1990s, some of them were later restored. These houses would be transferred to the management of families for permanent residence and provision of tourist services as well as maintenance of livestock, which would contribute to the maintenance of the cultural landscape. One of such facilities is operating in the village of Zekhnova. It is planned to extend this project to the villages of Tyrishkino and Vedyagino, as these villages have a special cultural, aesthetic, and tourist value.

### **3.4.2. Cultural Landscape Complexes Management Planning**

Despite significant differences and individual features, the cultural landscape complexes of the Testament of Kenozero Lake Cultural Landscape require, basically, the same type of measures for their

maintenance. The reduction of the main factor for the development of the cultural landscape, agriculture, has led to the natural restoration of forest vegetation on former arable land, hayfields, and pastures. The data obtained from monitoring rates the overgrowth of abandoned agricultural lands as 3-5% of the total area of open space. If it is impossible to regularly plow and cultivate the soil, it is possible to counteract the overgrowth of fields only by artificial methods as mowing and cutting down self-seeding tree species. It is almost impossible to cover all areas, which are at risk of overgrowth, with such activities. Therefore, it was decided to develop separate Management Plans for each cultural landscape complex and ensure that the activities are implemented on these complexes, which are important in the planning hierarchy of the cultural landscape.

This work began in 2014 within the framework of the three-year Wooden Monuments in the Cultural Landscape of Kenozero. Monitoring and Maintenance project initiated by the Directorate for Cultural Heritage of Norway, which was continued within the framework of the Wooden Architecture in Cultural Landscape. Challenges of Our Time project supported by the European Union.

The employees of the Park together with Russian and Norwegian scientists, have developed Management Plans for 7 cultural landscape complexes: Zekhnova-Ryapusovskiy, Maselga-Guzhovskiy, Pochezerskiy, Porzhenskiy, Shuylakhtinskiy, Vedyagino-Tyrishkinskiy, Dumino-Dolgozerskiy.

The Plans define the areas and coordinate various maintenance and conservation measures, including mowing of meadow grasses, cutting down of self-seeding tree species on former agricultural lands, maintenance of forest fridges, and logging. The calculations of the economic costs of these activities are also conducted.

### **3.4.3. Database of Cultural Landscape Spatial Structure**

Modeling of the spatial structure of cultural landscapes is a relatively new direction, which is developed with the application of geoinformation systems. Digital models allow to record the current state of conservation of the cultural landscape, predict changes in the landscape structure during various events, create reconstructions of the reference landscape (i.e. correlated to certain historical periods). Currently, two-dimensional models are prepared based on current topographic and forestry maps and data from remote sensing, including aerial and space photography. The digitization of archival surveying plans of the 19th and 19th centuries is implemented on the territory of the northern part of the Testament of Kenozero Lake Cultural Landscape in the vicinity of the lakes Kenozero, Dolgoe, Svinoe, Pochozero, and Porzhenskoe.

Moreover, two-dimensional models of the actual planning organization of the cultural landscape were created in GIS. The models are formed from the following layers: (1) points of visualization of the cultural landscape complexes; (2) vectors of visualization of the key elements of the cultural landscape; (3) the structure of the development of settlements; (4) polygonal objects (zones) with differentiated functional zones; (5) terrain simulation and (6) geomorphological features.





#### 3.4.4. Cultural Landscape Monitoring

The issue that caused the conditioned use of remote sensing methods is the absence or unavailability of cartographic documents on agricultural lands. The identification of agricultural land plots subject to overgrowth with three and shrub vegetation by ground methods is quite laborious and requires an extremely large time and physical costs. At the same time, the use of remote sensing methods allows obtaining a fairly objective and comprehensive image of all changes taking place in the structure of the cultural landscape.

The methodological basis is the use of geoinformation system tools for linking, processing, digitizing, and imposing multi-time raster aerial photographs, determining spatial and structural changes of the cultural landscape. The vector plans of the forest on the territory of the nominated property and its buffer zone are based on the forest management data of 1997 and 2015, archival satellite images of Landsat-8, Sentinel-2. The combination of raster images of different periods, including maps, aerial photographs, satellite images, allows analyzing the dynamics of the cultural landscape structure and understand its mechanisms.

The cultural landscape monitoring is aimed to identify particularly valuable areas of the cultural landscape that are under threat of overgrowth by forest and subsequent planning of conservation and maintenance activities.

In order to obtain images of much higher resolution (up to several centimeters), aerial photography from a quadcopter is used in cultural landscape complexes. The binding and processing were conducted using basic GIS tools.

The combination of satellite images over large areas and local high-resolution aerial photographs allowed creating the multi-level monitoring system of the Testament of Kenozero Lake Cultural Landscape.

### 3.4.5. Aboriginal Breeds of Farm Animals as an Element of the Cultural Landscape

The northern aboriginal breeds of farm animals are the result of centuries-old selection and are rightfully considered as an element of the heritage of the Testament of Kenozero Lake Cultural Landscape. The preservation of the genetic diversity of northern breeds is closely connected with the maintenance of the cultural landscape in the light of support of traditional farming methods based on environmental standards and rational nature management in the northern regions. The aboriginal breeds are always inextricably linked with ancient cultural traditions.



Realizing the need to preserve local farm animals as an integral living element of the cultural landscape, as well as recognizing the issue of a catastrophic decline in the genetic diversity of aboriginal breeds of farm animals in the context of climate change, the Park is working to promote and spread the local northern breeds of horses, cattle and small cattle.

The inclusion of living elements in the agricultural landscape justifies the preservation of cultural landscape complexes since it was the living cycle of the traditional rural way of life (cattle – feed - haymaking/grazing - pasture lands, vegetable gardens - cattle) that formed the unique Testament of Kenozero Lake Cultural Landscape.

The collection of animals of small local breeds of the Park's eco-farm consists of 12 Mezen horses, 4 Kholmogorsky cows, 2 short-tailed Northern European sheep, 5 goats of the northern type of the Russian white goat. The activities of the eco-farm are supervised by the Primorsky branch of the Scientific Research Institute of Agriculture of the Federal Research Center for the Integrated Study of the Arctic named after an academician N.P. Laverov of the Russian Academy of Sciences.

There are wide possibilities of using farm animals on the territory of the nominated property and its buffer zone. A horse is an assistant to a state inspector, cargo transport, and one of the attractive brands of Kenozero. Promising areas may be the use of Mezen horses in the development



of equestrian tourism and for educational activities. Animal husbandry products may be in demand for gastro tourism.

### 3.4.6. Research

Since the late 1990s, the Park has initiated the development of the concept of the traditional rural cultural landscape. Since then, comprehensive studies are conducted on the Testament of Kenozero Lake Cultural Landscape, including the study of vegetation, fauna, toponymy, architecture, folklore, archaeology, agriculture, forestry, which are tied to the general aim of the cultural landscape research.

The scientific and research community understands the cultural landscape as a cultural phenomenon and heritage, including tangible and intangible components. This approach has contributed to the development of new conceptual ideas in cultural landscape studies in the late 20th – early 21st century. The leaders in this direction were the researchers of the Russian Scientific Research Institute of Cultural and Natural Heritage named after D. S. Likhachev (Moscow), including the following research projects: the concepts of the cultural landscape as a category of heritage (Yu. A. Vedenin, M. E. Kuleshova); territorial and cultural complexes (Yu. V. Bromley, V. L. Kagansky, B. B. Rodoman, V. N. Kalutskov); folklore as a way of reflecting the cultural landscape (N. M. Vedernikova); monastic landscape as a type of cultural heritage (M. E. Kuleshova, V. P. Stolyarov); cultural landscape zoning (Yu. A. Vedenin); concepts of cultural geography and information paradigm of cultural landscape (Yu. A. Vedenin); functional planning organization of the peasant cultural landscape of Kenozero (M. E. Kuleshova).

It is necessary to highlight the development of this topic by the local scientists and researchers, for instance, in the studies of A. V. Kozykin, D. V. Tormosov, E. F. Shatkovskaya (the Park) that determined the local cultural landscape zoning of the Testament of Kenozero Lake Cultural Landscape Reserved together with specialists of the Russian Scientific Research Institute of Cultural and Natural Heritage. The topic of cultural landscapes as a complex object of management was revealed by E. F. Shatkovskaya (the Park). The issues of cooperation between the Park and the local community, support and development of entrepreneurial initiatives of the local community as a condition for the sustainable development of the protected area were studied by E. F. Shatkovskaya, A. V. Yakovleva, E. A. Kuznetsova (the Park). The review of the Russian legal framework in the field of the use of non-wood forest resources and an assessment of the possibility of market use of non-wood forest products on the territory of the nominated property and its buffer zone was conducted by A. V. Kozykin (the Park). The features of the main visual points and aesthetic qualities of the Kenozero villages were defined in the works of E. Y. Kolbovsky and U. A. Medovikova (Lomonosov Moscow State University). The topic of long-term management plans for cultural landscape complexes was studied by S. V. Tretyakov and S. V. Koptev (Northern (Arctic) Federal University). The history of the Kenozero cultural landscape was reflected in the works by M. N. Melyutina and A. I. Antsiferova (the Park). The monograph of M. N. Melyutina and N. M. Terebikhin devoted to the sacred landscape of Kenozero presented the philosophical understanding of the cultural landscape.

Moreover, the diversity of the flora of open spaces was studied by international researchers A. Norderhaug, H. Sickel, K. Burik, M. Jorgenson (Norwegian Agricultural Institute, Natural History Museum, Norway). The work of Yu. G. Shvartsman and I. N. Bolotov (Northern (Arctic) Federal University) was devoted to the impact of geological structure on the dynamics and productivity of cultural landscapes of Kenozero.

In-depth research of the multilayered ancient Finno-Ugric toponymy and its transformation under the Russian influence in time was conducted by I. I. Mullonen (Petrozavodsk State University,

Institute of Language, Literature and History of the Karelian Scientific Centre of the Russian Academy of Sciences). Folklore as a form of representation and interpretation of the cultural landscape is presented in the publications of A. A. Ivanova and her students (Lomonosov Moscow State University), N. V. Drannikova (Northern (Arctic) Federal University) and other researchers. V. N. Kalutskov's linguistic and geographical research (Lomonosov Moscow State University) is primarily related to the unique microtoponymy of the territory, which contributes to a better understanding of the cultural and linguistic history of the region. The work of A. P. Konnka (Institute of Language, Literature and History of the Karelian Scientific Centre of the Russian Academy of Sciences), E. N. Nakvasina (Northern (Arctic) Federal University) is devoted to the study of the sacred geography of Kenozero, including sacred groves and cemeteries based on analogues among the ancient Baltic peoples. E. N. Nakvasina (Northern (Arctic) Federal University) also studied the impact of agricultural use of the territory in the past on the modern structure of forests and on their most stable element, soils. The key features of the aboriginal Northern European short-tailed sheep, its genetics and its distribution area were studied by A. Mikhelson (Institute of Natural Sciences, Finland). The publications of I. B. Yurieva and N. V. Vdovina are devoted to the preservation of the aboriginal Mezen horse breed. E. F. Shatkovskaya and N. N. Cherenkova (the Park) developed the concept of introducing representatives of northern aboriginal breeds of farm animals into the cultural landscape of Kenozero in cooperation with the Arkhangelsk Research Institute of Agriculture, Primorsky Branch of the Federal State Budgetary Educational Institution of the Russian Academy of Sciences. Tourist and recreational zoning of the territory with reference to priority cultural landscape complexes was developed by E. F. Shatkovskaya, A. V. Yakovleva, A. V. Ivanova (the Park).

### 3.5. CULTURAL HERITAGE CONSERVATION

The activities of the Park are aimed at the comprehensive conservation of cultural heritage, including both the cultural heritage monuments on the territory of the nominated property as well as the cultural landscape, in which they exist, encompassing natural and cultural, tangible and intangible heritage.

#### 3.5.1. Architectural Monuments

The architectural monuments occupy a special place in the Testament of Kenozero Lake Cultural Landscape. It is necessary to highlight that the Kenozero National Park is the only national park among the Russian protected areas, which has 48 architectural monuments in its operational management, including 11 churches and belfries, 33 wooden chapels, 2 fences of churchyards, a log fence of the cemetery of the 18th century and 2 watermills.

The majority of the architectural monuments could be lost due to natural aging, lack of ownership, security, and fire safety systems. However, in the 1990s, the Park decided to take these monuments on its management to solve the issues of cultural heritage conservation based on its own technical capacities, limited budget, and attracted funds. At the same time, the conservation works did not stop for a single year. Currently, 39 architectural monuments are in satisfactory condition, 8 architectural monuments are in unsatisfactory condition and 1 is in a critical condition (The Stone Church of the Life-Giving Trinity, 1863).

#### 1. Conservation and Maintenance

Over the years of the Park's activity, 30 architectural monuments have been completely conserved and maintenance works have been conducted at 15 architectural monuments, whereas partial restoration was conducted on 2 stone churches (on their metal roofs).

In 2015, the Park received an indefinite license of the Ministry of Culture of Russia No. 02231 of February 2, 2015 to conduct measures on the conservation of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation for the following types of works: maintenance, restoration, conservation and recreation of wooden structures and parts.

In July 2020, a new license of the Ministry of Culture of Russia No. 02231 of July 2, 2020 was obtained by the Park for the following types of work: restoration, conservation, and recreation of wooden structures and parts; maintenance and adaptation of cultural heritage sites (historical and cultural monuments) of the peoples of the Russian Federation.

The heritage professionals of the Park have passed certification in conservation and maintenance of cultural heritage sites of the third category (Order of the Ministry of Culture of the Russian Federation on the assignment of category No. 416 of April 11, 2019).

In 2012, the Park has also developed a unified procedure of work with architectural monuments, namely, the Instruction on Ensuring the Safety and Maintenance of Immovable Historical and Cultural Monuments.

From 1996 to 2015, the Park participated in the Norwegian-Russian program for the preservation of cultural heritage under the auspices of the Norwegian-Russian Mixed Commission for Environmental Protection. The cooperation resulted in the study and evaluation of methods of wooden architectural heritage conservation.

The Directorate for the Protection of the Cultural Heritage of Norway supplied the Par with specially manufactured equipment for lifting wooden structures of wooden architecture monuments. The lifting technology ensures maximum safety of the original wood of the monument and allows to assess almost all parts of wooden structures of the monuments and conduct necessary replacements or conservation of damaged elements. In addition, the use of lifting significantly reduces the financial costs and time of conservation works.



In total, 5 of 21 wooden chapels of the 18th-19th centuries of Kenozero were fully conserved at the expense of the Norwegian Government. In 2013-2015, within the framework of the Wooden Architecture in the Cultural Landscape of Kenozero. Monitoring and Maintenance Project, the conservation works were conducted on three wooden churches of Kenozero, which were in a critical condition.

The traditional technology of wood processing and manufacturing with the use of traditional carpentry tools of the 17th-18th centuries and authentic wood were used during the conservation of architectural monuments.

The cooperation allowed to solve many issues on developing methods and technologies for wooden architecture monuments conservation and capacity-building by training carpenters from the local community.

The experience of the Park shows that the constant maintenance of wooden architecture monuments is better and cheaper than expensive rescue works. In fact, these are routine maintenance and conservation works, including the repairs of roofs, porches, window and door openings, facade, moss and lichen cleaning, and others. The damage to architectural monuments is mainly associated with the complete or partial absence of foundations, uneven subsidence of log cabins in the ground, deformations of structures. Most often, salary crowns (the most susceptible to rotting), planked roofs (including the decor of roofs), domes with crosses and porches are in an unsatisfied state of conservation. In the majority of cases, the roofs are requiring regular maintenance. Every year, maintenance works on roofs are conducted on 2–3 wooden architecture monuments.

The basis for maintaining monuments in a good state of conservation is the implementation of general preventive measures, including the following:

- regular monitoring of the state of conservation of the architectural monuments;
- ventilation of premises in summer (at permissible humidity);
- grass mowing around the architectural monuments in summer;
- fragmentary logging of shrubs around the architectural monuments in summer;
- prompt elimination of roof leaks;
- antiseptic treatment of bio-stained surfaces;
- preventive antiseptic treatment;
- clearing the roofs from moss and leaves;
- sealing of cracks before winter;
- maintenance of fire extinguishing equipment and lightning protection systems.

Since 2011, the Park has been involving volunteers in the maintenance of wooden architecture monuments. By 2020, volunteers from all over the world, worked at 14 architectural monuments under the guidance of Park professionals.

## **2. Monitoring**

The monitoring of architectural monuments by the professionals of the sector of accounting, monitoring, conservation, and maintenance of immovable monuments is conducted twice a year: in spring and autumn. The monitoring is including the recording of the following:

- uneven sagging of log construction;
- deformation of structures;



- structural failures and defects;
- new foci of bio-contamination of wood;
- dynamics of previously identified foci of bio-contamination;
- condition of bio-treated wood after treatment with antiseptic compounds;
- damage by insects;
- destruction of brickwork;
- leaking roofs or dried traces of leaks;
- damage to monuments after storms;
- detection of bird and mouse nests;
- vandalism cases.

The visual inspection of the architectural monuments is accompanied by photo documentation with special attention to defects, destructions, and deformations. The annotated photographs are stored in the electronic archive of the Park.

Crack monitors are installed to monitor and record the development of cracks in brickwork and log structures.

As a result of monitoring, the technical condition of each architectural monument is assessed, the causes of defects, deformations, destructions are identified and submitted as a monitoring report.

The results of monitoring are also used for planning preventive, emergency, maintenance, and conservation works.

### **3. Security and Safety**

As regards security and safety, annually, the Park appoints state inspectors for environmental protection, who assure the protection and monitoring of architectural monuments in their inspection areas. Additionally, the local community, the guardians of the heritage of Kenozero, also monitor the architectural monuments and their visitation.

In 2014-2018, a fire alarm system was installed on 6 chapels. It is necessary to highlight that the fire alarm systems of the wooden chapels in the villages of Glazovo and Tyrishkino operated using solar panels.

In 2018, an automatic fire alarm system, a powder fire extinguishing, visitor evacuation management system, and anti-lightning protection were installed at the Pochozersky architectural complex in the Plesetsk sector.

In 2019, a fire water supply was brought from the lake to the Church of St. George of the Porzhensky churchyard. Sprut-3 motor pump is used for water supply.

As regards preventing vandalism, the Park implements awareness-raising of visitors, additionally, the security service uses the operational notification system.



#### **4. Architectural Monuments Registration**

All cultural heritage properties are subject to protection and in accordance with Federal Law on Cultural Heritage Properties (Historical and Cultural Monuments) of the Peoples of the Russian Federation No. 73-FZ of June 25, 2002 they are undergoing state registration.

To clarify the names and dating of the architectural monuments, in 2015-2016, the Park identified their exact locations and conducted a historical and cultural assessments of 42 churches and chapels. As a result of the assessments, passports for 32 architectural monuments were corrected and the subsequent changes were introduced to the Unified State Register of Cultural Heritage Properties (Historical and Cultural Monuments) of the Peoples of the Russian Federation.

##### **3.5.2. Traditional Settlement Structure**

The traditional settlement structure had been developing in Kenozero from the 16th to the 19th centuries and now constitutes an integral part of the Testament of Kenozero Lake Cultural Landscape.

In the 1960s, a reform of enlargement of rural settlements was conducted. It led to the hypertrophied growth of several of them and the appearance of dozens of abandoned villages. This reform did not consider the interests of the local community and led to the weakening of the social and engineering infrastructure on the periphery of agricultural lands, the transition from grain agriculture to meat-and-dairy farming, and the reduction of cultivated and meadowlands, causing the migration of the inhabitants to the cities,

By the time the Park was established in 1991, the spatial structure and traditional elements of cultural landscapes, despite the obvious damage caused to them previously, were regenerated due to

its exceptional high historical and cultural potential and diverse values, and vital role for the local community.

The Park staff record the facts of both a social and historical feature (name, number of yards, population dynamics) and ethnographic, cultural, architectural features of particular settlements within the framework of the long-term Certification of Villages project. This comprehensive survey allows identifying the most significant features of settlements and villages, including their overall development structure and particularly valuable buildings.

### **Rules of Land-Use and Development (PZZ)**

Despite the fact that the majority of the members of the local community of the Testament of Kenozero Lake Cultural Landscape respect the architectural traditions of Kenozero, unfortunately, cottage buildings are arising in the traditional settlement structure that damages the historical appearance and planning structure. In this regard, the Park introduced the Rules of Land-Use and Development (PZZ), which is a document on rural planning, which establishes territorial zones and planning regulations to mitigate this threat. The Rules are a mandatory document for all municipalities of the Russian Federation, the responsibility for their development is assigned to the administrations of municipalities.

The development of PZZ for the municipalities of Kenozero was initiated by the Park. This work was conducted within the framework of the Wooden Architecture in the Cultural Landscape Project funded by the European Union with the involvement of various experts.

An important annex to the PZZs is the set of draft designs of traditional residential buildings recommended for construction on the territory of the nominated property and its buffer zone.



One of the vital stages of the acceptance of the PZZs was the public discussions of the document held for Kenozersk Municipality coordinated by the Ministry of Natural Resources and Environment



of Russia. Currently, the procedure of construction of new residential buildings in traditional rural settlements of Kenozero is the following: The Ministry of Natural Resources and Environment of the Russian Federation coordinates the permitted use of the land plot to developers as well as the notification of the planned construction of a residential building. At the request of each developer, the Ministry of Natural Resources and Environment requests the conclusion of the Park on the compliance of the planned project with the requirements of urban planning restrictions. The developer provides the Park with the architectural design of the future residential building for approval. After the completion of construction works, the developer sends a notification to the Ministry of Natural Resources and Environment of Russia. The control over compliance with the PZZs is conducted by employees of the security service of the Park. Based on the conclusion of the Park, the Ministry of Natural Resources and Environment approves or refuses to approve the notification of the completion of construction works. It is necessary to illuminate some unconditioned restrictions via the amendment to the relevant federal laws.

The additional vital factor of the traditional settlement structure conservation is the support of the local community, which represent the owners of residential buildings on the territory of the nominated property and its buffer zone. Therefore, since the mid-2010s, systematic work has been conducted to inform the local community about the need to comply with the rules and restrictions established in the PZZs. In this area, the following incomplete list of channels of communication with the local community was used, including numerous round tables, discussions and meetings, publications in print media and on the Internet, organization of internships in European countries and other regions of Russia.

#### **Historical and Cultural Monument Protection Zones**

Historical and Cultural Monument Protection Zones are another effective mechanism for preserving the traditional settlement structure of villages. These zones include the actual protection zone of cultural heritage monuments; the development regulation zones and protected cultural landscape zones. Separate planning regulations and land-use regimes are established for each of these zones, which contributes to the preservation of the traditional structures and planning of settlements and allows the removal of late dissonant buildings and structures by protecting the historic setting of the cultural heritage monuments, its values and visual perception.

During 2010-2011, the heritage professionals under the guidance of the architect of the highest category, I.G. Semenova, developed 20 projects of cultural heritage monument protection zones based on previously developed historical and architectural reference plans of the traditional settlements and villages of Kenozero. In 2012, the projects successfully underwent historical and cultural expertise. Later, the projects were slightly amended, and additional historical and cultural expertise was conducted. The last stage of the approval of these projects of protection zones by a Decree of the Government of the Arkhangelsk Oblast is to be completed soon.

#### **3.5.3. Museum Objects**

The Park is the first and only protected area of Russia, which has established its own Museum Fund with over 13 000 museum objects to conserve movable cultural heritage, which is represented by the unique samples of the material culture of the local community.

The Museum Fund of the Park includes works of monumental painting and icon painting, oil painting and graphic art, numismatics and archeology, decorative and applied art, documental heritage, ethnographic and household objects of the 19th-early 20th centuries. The basis of the museum collections is the objects of ethnography. The ethnographic collection of the Park includes household items, clothing, crafts items, interior elements of residential and other buildings, attributes



of rituals and beliefs. Together, they reflect the uniqueness of the Northern Russian peasant cultural tradition of the local community living on the territory of the nominated property and its buffer zone.

All museum objects of the Park, depending on the material, from which they are made, or the branch of activity, are divided into 15 collections (Notaphily, Household items, Wood, Documents, Paintings, Banners and Flags, Ceramics, Glass and Porcelain, Metal, Numismatics, Printed and Handwritten Documents, Fabrics, Deltiology, Philately, Photo Positives).

The most valuable part of the museum collections of the Park is the heavens, the artistic ceilings of wooden temples and chapels devoted to biblical subjects. The Kenozero monumental painting collection, consisting of 17 complete and 5 fragmentary heaven complexes, has worldwide fame and is considered to be the most significant and unique in its iconography in Russia.

The Museum Fund of the Park also includes over 300 icons created in the 17th- early 20th century from Kenozero temples and chapels.



Among the collection of old printed and handwritten books and documents, exceeding over 700 items, 8 have the status of book monuments of federal significance, and 15 are classified as book monuments of regional significance.

A significant part of the museum collections of the Park consists of items related to the development of traditional crafts, household items, and traditional furniture, which are the most important material evidence of the life of the local community of Kenozero. In this light, there are especially valuable museum objects, including objects decorated with carvings and paintings.

In recent years, Photo Positives and Documents collections were particularly enriched with photographic and documentary evidence of the life of the local community of Kenozero in the 20th century.

Since 2014, all museum items have been registered in the CAMIS system, which allows accumulation of the current data on each object. Both Park staff and external professions are involved in the study of especially valuable museum objects. The information about museum objects is regularly published in various journals and catalogs. In 2015-2016, the Ministry of Culture of the Russian Federation executed art history, museum, and antique examination of the collection of icons and monumental paintings of the Museum Fund. Documental heritage of federal and regional significance has received necessary designations with the indication of their copyright holders.

Most of the museum collection of the Park is presented in thematic museums and expositions that reveal to visitors various aspects of the cultural and natural heritage of the Testament of Kenozero Lake Cultural Landscape.

Since the first years of the Park's establishment, the restoration of museum fund items has been conducted on a scientific basis. Of the 17 complexes of heaven, 13 have been completely conserved. Some of the icons, objects of Fabrics, Wood, and Metal collections were presented in various museums and expositions of the Park after restoration and conservation.

As a result of 20 years of cooperation with the Grabar Russian Art Research and Restoration Center and its Arkhangelsk branch, the entire complex of restoration and conservation works was conducted on 10 complexes of heavens from Kenozero churches and chapels, many other museum objects were preserved from further destruction. Restoration artists of the highest and first categories from the State Historical Museum, the State Russian Museum, the State Museum of the History of Religion, the State Research Institute of Restoration are also involved in conservation and restoration works on the museum objects of the Park. Part of the conservation and restoration work is conducted by senior students of the restoration departments of Roerich Saint Petersburg Arts College and the Suzdal branch of the Saint Petersburg State Institute of Culture under the supervision of certified art restorers of the highest category.

All restoration and conservation tasks, as well as acceptance of the quality of restoration work, monitoring of the state of conservation of restored and emergency museum items are conducted by the Restoration Council of the Park, consisting of both the Park staff and external experts, including restorers, art historians, employees of other museums.

#### **3.5.4. Intangible Heritage of Kenozero**

Study and preservation of all elements of intangible heritage (including epic traditions; customs, rituals, festivals; performing culture; language; local cuisine; traditional crafts) is of vital significance for the conservation of the Testament of Kenozero Lake Cultural Landscape. Since mid 19<sup>th</sup> century, over 3000 elements of intangible cultural heritage has been recorded in Kenozero lands.

Intangible culture is most vulnerable to degradation or extinction. Therefore, the organization of ethnographic expeditions by the Park and external professionals, the identification and documentation of text and audio data in Russian archives and museums (Russian Research Institute of Cultural and Natural Heritage, Russian State University for the Humanities, Lomonosov Moscow State University, Institute of Russian Language and Literature of the Russian Academy of Sciences, Petrozavodsk State Conservatory, the Institute of Language, Literature, and History of the Karelian Scientific Center of the Russian Academy of Sciences) are the most important way to preserve the intangible heritage of Kenozero.

The active research and publishing work of the Park opens up opportunities for reading rare epic texts to a wide range of readers, which are published in the Heritage of Kenozero, Tales of the Kensky Volochok, Avdotya Ryazanochka, Shchelkan Dudentyevich, and Epics of Kenozero books.

An effective form of heritage interpretation is the inclusion of intangible heritage elements in the activities of museums and information centers. In the village of Vershinino, In the Beginning there was a Word Museum is operating dedicated to the peasant literature of Kenozero. The media area of the exposition presents a unique database of audio recordings of oral peasant poetry of the Kenozero region from the middle of the 20th century to the present. Here, for the first time, the dynasties of the storytellers Sivtsevs, Sidorovs, Loskutovs are presented.

An effective direction for the preservation of intangible heritage elements is the revival of rituals, holidays, folklore traditions via workshops, ethnographic programs, festivals. Bright examples of the Park activities in this field are the Assumption Fair, which completes the peasant agricultural cycle, and the Festival of Traditional Knowledge, which integrates traditional folk culture into a modern social and economic context.

The most important direction for the preservation of traditional crafts is connected with their study. In this regard, in the 1990s, the scientific staff of the Park identified masters who own about 20 different types of crafts and are able to pass their experience to the younger generation, staged documentation of the manufacturing processes of many traditional products. In the same years, many craftsmen began to work with the Park under labor agreements. Children's art studios were established at schools in the Park, internships were organized for teachers of training schools from masters of Kenozero and the city of Kargopol. The Park provided methodological guidance, prepared and published methodologies on traditional crafts of the Testament of Kenozero Lake Cultural Landscape. In 1998, the first Traditional Craft Center was opened in the settlement of Ust-Pocha, in which, under the guidance of masters, children mastered hand weaving, patchwork, wood carving, birch bark weaving according to special educational programs.

In 2001, the implementation of the Certification of Villages long-term program began in the Park. Within the framework of this program, all available information was collected and systematized about the history of families, patronal holidays, rituals, traditional crafts and the geography of their distribution, masters, who specialized in particular craft production, features of the economic and cultural lifestyle.

The Museum Fund of the Park is equipped with a thematic section devoted to the Traditional Craft Masters of Kenozero (Fund of Masters), which contains tools, samples of products of masters of the past and present. In the village of Vershinino, the Ambarny Ryad Museum Complex was established to reflect the history of the main traditional crafts of Kenozero. Thematic expositions dedicated to carpentry, blacksmithing, pottery, and wood painting were opened in four barns. Traditional occupations and crafts are reflected in all museums and expositions of Kenozero.

The local community is taught separate traditional crafts, including weaving and felting, patchwork and knitting, birch bark weaving and wood carving, making pottery and toys, blacksmithing and free-brush painting in the Traditional Craft Centers established in large settlements (the village of Morchikhinskaya, the settlements of Ust-Pocha and Pocha).

Within the framework of tourist and environmental educational activities, workshops are held for visitors to interpret the traditional crafts of Kenozero.

Every year, the carpentry courses are held in the Testament of Lake Kenozero Cultural Landscape, where students of the Plesetsk and Kargopol districts learn the basics of carpentry. The



course program traditionally combines theoretical classes with workshops from the carpenters of Kenozero and the practical work of students.



### 3.5.5. Archaeological Sites

The main activities of the Park for archaeological heritage conservation are identification, research, and monitoring of sites.

61 archaeological sites are currently discovered on the territory of the nominated property. A significant part of the identified archaeological sites (44) belongs to the Stone Age (Mesolithic and Neolithic). This confirms the high potential of Kenozero for the study of the Mesolithic in Eastern Europe.

### 3.5.6. Research and Publishing Activities

For the first time, comprehensive scientific research on the territory of the projected National Park was conducted in the 1980s by professionals and scientists of the leading museums of the Arkhangelsk Oblast, the Arkhangelsk Pedagogical Institute under the supervision of V. V. Filippova, Deputy Head of the Regional Department of Culture. The research issues studied originally have been consistently developed since 1991 when the Park was established. In the following years, the research topics were expanded and enriched with new important issues. Currently, the leading research topics are the following:

- Traditional culture of the local community;
- Archaeological heritage;
- Monastic landscape;
- Architectural heritage;
- Intangible heritage.



One of the most important directions is the acquisition of the archive and library as a scientific and environmental-educational resource, in accordance with the main activities of the organization. Currently, the scientific archive of the Park includes over 3 000 different documents on paper and electronic media: manuscripts, copy and text materials, photographs, audio and video files. Over 4 000 copies of scientific and popular scientific publications (books, magazines) constitute the scientific library of the Park.

In 2018, the memorial library of the famous Russian folklorist, Dr. Yuri Smirnov (1935– 2015), numbering over 8000 publications on Russian folklore, history, ethnography, was transferred to the Park. This library is the largest at the moment in the Arkhangelsk Oblast. The library includes rare copies claiming the status of book monuments of federal significance, including old printed and handwritten books of the 17th-19th centuries, lifetime editions of Russian folklorists of the 19th century.

The Park has published over 20 monographs, thematic collections, popular science books on various topics of historical and cultural heritage. The Park staff have published over 90 research papers. The most important scientific publication of the Park, reflecting the results of the research work of its professionals and external experts, is the collection of proceedings of the Kenozero Readings Scientific Conference. Scientific papers published in the collections Kenozero Readings (2003, 2005, 2007, 2009, 2011, 2013, 2015, 2016, 2019), have practical value: they are either prepared in the framework of the projects (for example, Wooden architecture in Cultural Landscapes, others) or serve as a scientific basis for the environmental education work.

### **3.5.7 Interpretation of Cultural and Natural Heritage of Kenozero**

The main interpretation focus regarding the heritage of Kenozero is the traditional environment displayed mainly via museum expositions, information centers, environmental trails that provide interaction between nature and culture, illustrating the features of traditional nature management, revealing the secrets of local crafts and lifestyle.

There are currently 17 museums and expositions, 9 environmental trails, information, and visitor centers on the territory of the nominated property, which allow systematically interpret the richness of the cultural landscape of the Testament of Kenozero Lake Cultural Landscape.

The Park adheres to the following principles of cultural and natural interpretation:

- Comprehensive interpretation of cultural and natural heritage;
- A scientific approach to heritage interpretation;
- Participation of the local community in heritage interpretation;
- Environmental trails as the direct continuation of expositions and museums;
- Inclusion of architectural monuments in heritage interpretation;
- Use of a special form of soft museification for religious monuments;
- Use of objects from the Museum Fund for museums and expositions.

### **3.6. CONSERVATION OF BIOLOGICAL AND LANDSCAPE DIVERSITY**

Conservation of biodiversity of the ecosystem and species level is not only one of the priorities of protected areas but also an obligatory condition for the sustainable development of Kenozero. The biological and landscape diversity of the nominated property and its buffer zone is higher than in the

surrounding territories, which is due to the mosaic combination of indigenous forests, overgrown meadows, derivatives of postagrogenic coniferous-deciduous forests.

All components of the cultural landscape of Kenozero are interconnected to a greater or lesser extent. However, all of them have been influenced by a very dynamic and powerful factor, which is human economic activity over the past few centuries. Until the recent past, landscape and species diversity largely depended on the scale and methods of agriculture. Today, biodiversity is subject to factors of a much more global scale related to the industrial development of forests, geological developments, pollution of the natural environment. The state of the ecosystems of the Testament of Kenozero Lake Cultural Landscape is directly dependent on progressive climate change. These trends have a multifactorial nature and require close attention and study.

An important tool for monitoring biological diversity is the use of indicators, which are qualitative and quantitative features of biota, which allow assessing its condition, the degree of stress from economic activity, to conduct a comparative analysis in space and time, to identify trends in changes for management decisions. The key indicators of the state of biodiversity are the number of rare and endangered species and the Rare Species Index (RDI), which characterizes various categories of their vulnerability in protected areas.

On the territory of the nominated property and its buffer zone, the habitats of 115 rare species of plants and animals included in the Red Books of Protected Biota of different levels have been identified. The Red Book of the Russian Federation (2020) includes 29 species of biota. The main list of the Red Book of the Arkhangelsk Oblast and the list of species recommended for bio-surveillance (2019) includes 110 species identified on the territory of the nominated property and its buffer zone.

The natural complexes of the nominated property and its buffer zone in need of comprehensive protection include:

- fragments of indigenous coniferous middle taiga forests that have not been changed by traditional economic activity (about 5 000 hectares);
- plots of forest-swamp complexes (7 300 hectares).

Currently, the study of natural complexes is conducted in basic areas: scientific, technical, and applied studies. The research results are regularly published and presented at scientific conferences.

The scientific archive of the Park has been developed to store the results of research on the natural heritage of the Testament of Kenozero Lake Cultural Landscape. The results of the research are the basis for scientific support of heritage interpretation projects or the development of environmental trails.

### 3.7. NATURAL RESOURCE MANAGEMENT

The main natural resources of the nominated property and its buffer zone are forest resources, wildlife, and aquatic bioresources. The natural resources are used by the local community and the visitors of the Testament of Kenozero Lake Cultural Landscape.

The natural resources of the nominated property and its buffer zone are managed by the Park, whose responsibilities include the organization of their protection, rational use, and reproduction.

#### 3.7.1. Use of forest resources

The main type of modern use of forest resources is the harvesting of wood by the local community for their own needs. According to the number of adult populations, living in Kenozero in

the early 20th century, which was 8 000 people, it is possible to indicate that the total volume of wood harvested annually at that time was about 30 000 cubic meters.

As a result of changes in the second half of the 20th. – the 21st century in the settlement systems in Kenozero, there was a decrease in the load on forest resources. A five-fold reduction in the population and the legal ban on logging in protected areas led to a significant decrease in the volume of timber harvesting. The local community harvests an average of 1 700 cubic meters per year for their own needs. The infrastructure needs of the Park do not exceed 2 500 cubic meters per year.

The Forestry Regulations of the Kenozero National Park Forestry (2019) define the annual volumes and areas of various types of logging for forestry reasons.

Maintenance logging is allowed only in the recreational zone and the cultural landscape protection zones. This type of logging aims to regulate the composition and improve the condition of the forest in order to ensure its sanitary, aesthetic, and protective functions.



Sanitary logging could be executed in all functional areas after a forest pathology examination. To a greater extent, this forest type has a predominance of pine in its composition, which has some pathologies caused by the cuttings performed before the establishment of the Park. The forest affected by windfalls is also subject to selective sanitary logging.

It is obvious that today the expediency of assigning most logging, within the framework of their regulatory tasks, is determined by the need for sorting and transport accessibility of cutting areas. Only a small part of the other logging areas has planning purposes and restoration of the structure of the cultural landscape and is not related to the harvesting of wood.

The main types of non-wood forest resources traditionally used by the local community of Kenozero are the harvesting of birch bark, moss, twig feed, fir trees for New Year holidays, and brooms.



According to the current Regulations on Kenozero National Park, the local community has the right to harvest non-wood forest resources only in the recreational zone and the cultural landscape protection zones.

Type of Non-Wood Resources	Annual allowed volume, ton
Birch Bark	55,7
Brushwood, twig food, branches, and shrubs for brooms and weaving	420,3
Fir trees for New Year holidays	600
Moss, forest litter, reeds	10

The annual volumes of harvesting of non-wood resources are determined by the Forestry Regulations of the Kenozero National Park Forestry and significantly exceed the real needs of the local community.

The collection of mushrooms, berries, their processing, and their sale have become one of the most important sources of financial support for the local community. The permissible volumes of harvesting of food forest resources, defined by the Forestry Regulations of the Kenozero National Park Forestry, significantly exceed the volumes of actual collections.

The industrial collection of mushrooms and berries is conducted mainly outside the buffer zone of the nominated property. Large fluctuations in yields and price volatility directly affect the volume of collected food resources and medical plants. The Park constantly pursues the policy of attracting the population of Kenozero to the production of souvenirs based on local food raw materials, including herbal collections, jams, dried mushrooms. The production of branded souvenirs does not require extremely large fees, which reduces the load on natural complexes.

Type of Food Resources and Medicinal Plants	Annual allowed volume, ton
<b>Berries</b>	
cranberry	233,8
blueberries	842,3
cloudberry	121,6
Total	1197,7
<b>Mushrooms</b>	
porcino	8,4
red pine mushroom	8,7
aspen bolete	65,7
birch bolete	50,8
suillus	34,5
woolly milkcap	74,8
Total	242,9
<b>Other food resources and medical plants</b>	
birch sap	5,0
black currant leaves	5,3
blueberries leaves	36,6
raspberry leaves	3,1
Total	50



### 3.7.2. Preservation and Use of Wildlife

The fauna of Kenozero is typical for the middle subzone of the taiga zone of the European part of Russia. Animals living in forests, lakes, and other lands are an integral part of their natural environment and are subject to protection.

263 species of birds, 52 species of mammals, 5 species of amphibians, and 4 species of reptiles are registered in the Testament of Kenozero Lake Cultural Landscape.

The number of each species of fauna is subject to dynamics due to a whole complex of natural and anthropogenic causes. In the legal regime of the national park, the causes of anthropogenic nature are minimized. There is no industrial development of the territory, mining, road laying, and others.

Wildlife of the Testament of Kenozero Lake Cultural Landscape		
<b>Carnivora</b> <ul style="list-style-type: none"><li>• <i>Cams lupus</i></li><li>• <i>Vidpes vulpes</i></li><li>• <i>Martes martes</i></li><li>• <i>Neovison vison</i></li><li>• <i>Mustela putorius</i></li></ul>	<b>Rodentia</b> <ul style="list-style-type: none"><li>• <i>Sciurus vulgaris</i></li><li>• <i>Ondatra zibethica</i></li><li>• <i>Castor fiber</i></li></ul>	<b>Galliformes</b> <ul style="list-style-type: none"><li>• <i>Lyrurus tetrax</i></li><li>• <i>Tetrao urogallus</i></li><li>• <i>Tetrastes bonasia</i></li><li>• <i>Lagopus lagopus</i></li></ul>
<b>Lagomorpha</b> <ul style="list-style-type: none"><li>• <i>Lepus timidus</i></li></ul>	<b>Anseriformes</b> <ul style="list-style-type: none"><li>• <i>Anser fabalis</i></li><li>• <i>Anser albifrons</i></li><li>• <i>Branta leucopsis</i></li><li>• <i>Anas platyrhynchos</i></li><li>• <i>Anas acuta</i></li><li>• <i>Anas Penelope</i></li><li>• <i>Anas clypeata</i></li><li>• <i>Anas crecca</i></li><li>• <i>Anas querquedula</i></li><li>• <i>Aythya fuligula</i></li><li>• <i>Bucephala clangula</i></li></ul>	<b>Charadriiformes</b> <ul style="list-style-type: none"><li>• <i>Scolopax rusticola</i></li></ul>

In order to preserve the wildlife of Kenozero, the Park staff and external professionals conduct regular monitoring studies of (1) mammals (with an assessment of the population structure, reproductive state, bio topic distribution) and (2) birds (registration of the species composition of the ornithological complex, density, and abundance, distribution, nesting features, reproductive state, bio topic distribution).

Every year, according to standard methods, monitoring works are conducted to determine the relative number of animals and birds of the Testament of Kenozero Lake cultural Landscape.

The research results show that the populations of most representatives of the animal world living on the territory of the nominated property and its buffer zone are in a relatively prosperous state.

## Number of Animals and Birds According to 2020 Data on the Territory of the Nominated Property and its Buffer Zone

### Mammals

Species	Number of Traces on the Routes	Relative abundance (traces/10 km)	Density (individuals / 1000 ha)
Squirrel	42	1,2	5,59
Wolf	30	0,8	0,10
Otter	4	0,1	0,00
Ermine	9	0,2	0,32
Weasel	4	0,1	4,80
Snow hare	139	4,1	4,77
Marten	67	1,9	0,99
Fox	113	3,3	0,97
Moose	41	1,2	0,74
Mink	4	0,1	0,00
Wolverine	3	0,08	0,01
Lynx	0	0	0,00
Raccoon dog	3	0,08	0,00

### Grouse

Species	Number	Number of Birds (10 sq. km)
Grouse	11	5,1
Capercaillie	10	4
Blackcock	13	3
Partridge	2	1,3

Nevertheless, continuous logging conducted in the wider setting of the nominated property for several decades led to a decrease in the percentage of forest cover from 85 to 63%, which caused depression of some hunting species, in general, and their genetic localization within the boundaries of the nominated property, in particular. Namely, the disappearance of the northern forest deer, flying squirrels were noted, the number of capercaillies, lynx, wolverine, ermine, and weasel, the species associated with indigenous taiga forests in their vital activity, significantly decreased. The decrease in the number of moose by 4.5 times over 20 years is due to a decrease in the forage based on continuous logging and significant hunting pressure on this species outside the boundaries of the nominated property and its buffer zone.

To maintain the populations, the following biotechnical activities are conducted by the Park:

- Measures aimed at improving the food supply:
  - planting and sowing of forage plants (oats, peas, potatoes);
  - mineral feeding of animals;
  - selective cutting of trees and shrubs;
- Measures aimed at improving nesting and protective conditions, maintaining artificially created and natural habitats as well as creating new habitats:
  - creation of artificial nesting sites;
- Measures aimed at the prevention of animal diseases and the accumulation of gastroliths.

According to the results of monitoring on the use of types of biotechnical measures, their active use by wildlife is observed (over 90%, with the exception of artificial nesting sites - 70%)

Currently, according to the Regulations on the Kenozero National Park, in order to preserve traditional types of nature use, amateur hunting is allowed for the local community throughout the territory of the nominated property and its buffer zone, with the exception of its protected areas. The hunting permits are issued by the Park. For example, in 2019, permits were issued for the right of amateur hunting in Kenozero:

- For spring – 0;
- For autumn-winter – 43.

Hunting is allowed in the summer-autumn, winter season (from the fourth Saturday of August to February 28 (29)) for waterfowl, wild game, and fur-bearing animals (American mink, marten, muskrat, fox, wolf, beaver, squirrel, ermine, polecat). Spring hunting is not allowed on the territory of the nominated property and its buffer zone.

Hunting for otter, bear, moose, lynx, wolverines is completely prohibited.

There are no more than 50 hunters engaged in hunting game and furs production on the territory of the nominated property and its buffer zone. Every year the number of hunters decreases. In 2019, no more than 20 fur-bearing animals, no more than 80 specimens of wild game, and 160 specimens of waterfowl were produced.

After the adoption of the new Regulations on the Kenozero National Park, hunting on the territory of the nominated property and its buffer zone would be completely prohibited.

### **3.7.3. Preservation and Use of Aquatic Biological Resources**

Fishing in the Kenozero is a traditional historically established type of nature management.

There are 255 lakes with a total area of 20 400 hectares on the territory of the nominated property and its buffer zone. Amateur fishing using commercial fishing gear (set nets, seines, stationary venter type traps) is allowed only on 6 lakes: in the Kenozero lake system (Kenozero), in Lyokshmozero, Naglimozero, Sargozero, Maselgskoe, and Vilna lakes. The main fishing is traditionally conducted in the Kenozero system of lakes and the Lyokshmozero, where up to 99% of all fish are harvested.

According to official statistics, in 2019, over 116 tons of fish were extracted by the local community using commercial fishing gear in the water bodies of the Testament of Kenozero Lake Cultural Landscape. The main fishing resources are whitefish, pike, perch, bream.

In recent years, the fishing of the main commercial fish species in the water bodies of the Testament of Kenozero Lake Cultural Landscape has been kept at a stable level of about 100 tons per year. The organization of integrated fisheries and ichthyological monitoring on the main water bodies made it possible to clarify the state of the main commercial fish species and determine quotas for their fishing.

In addition to amateur fishing, sport fishing is also practiced on Kenozero and Lyokshmozero. About 15 thousand tourists visit the territory of the nominated property every year. The fishing conducted by tourists, according to expert estimates, is 5-10% of the total volume of fish caught. The main species of sport fishing are pike, perch, and roach.

Main Commercial Fish Species Fishing in Kenozero in 2005-2020, tons																
Type of fish	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
whitefish	29,2	28,5	28,5	4,2	–	–	22,1	16,8	10,5	25,6	29,2	30,1	31,7	32,2	30,6	14,0
cisco	1,57	3,4	3,8	32,3	–	–	–	0,55	0,3	0,58	0,46	0,5	0,53	0,49	0,49	0,3
pike	11,8	5,6	11,3	4,3	5,4	7,2	10,3	18,6	14,9	17,9	17,5	16,4	18,8	18,5	19,3	18,4
burbot	12,1	2,8	9,9	2,4	3,1	2,9	7,5	5,9	4,1	5,8	7,3	4,7	6,8	6,4	6,6	6,3
bream	6,5	5,7	5,8	2,7	4,2	4,0	7,6	14,3	11,6	13,8	13,4	13,8	16,5	15,5	15,8	2,1
roach	18,1	13,7	14,1	9,9	10,2	16,5	12,0	8,6	7,5	8,7	10,5	10	11,9	10,7	11,3	7,9
perch	19,7	13,2	15	9,3	11,2	22,0	14,0	11,9	10,4	12,1	13,4	13,6	17,7	15,8	18,8	15,4
blue bream	–	–	–	–	–	–	4,5	5,9	4,9	4,9	5,4	5,8	5,8	5,9	5,9	5,9
ide	–	–	–	–	–	2,9	2,1	4,8	4,3	4,2	4,4	4,7	4,7	4,8	4,9	4,5
Total	99,6	72,9	88,4	51,7	34,1	55,5	80,1	87,4	68,5	93,6	101,6	99,6	114,4	110,3	113,7	74,8

The modern strategy of exploitation of aquatic biological resources in the water bodies of Kenozero is aimed at maintaining rational, non-depletable nature management under the mandatory condition of preserving the species diversity of fish and the structure of natural ichthyoid complexes.

The implementation of the right of the local community to perform traditional fishing is ensured in Kenozero via the following stages.

- Based on the results of fisheries and ichthyological studies, a list of water bodies has been determined that are potentially suitable for the local community to conduct amateur fishing with traditional fishing gear.
- Scientific research works are conducted annually on the allocated water bodies to study the state of populations of commercial fish species. Since the water bodies are not inhabited by species, for which the Federal Agency for Fisheries has established total allowable fishing, the purpose of research is to calculate the possible fishing scale for each commercial fish species. In the absence of industrial fishing, the data of amateur fishing statistics, the results of control fishing, as well as the biological features of the populations of commercial fish species of each particular water body are used for calculation.
- Based on the size of the possible fishing scale, the mode of extraction of aquatic biological resources is determined, the number of fishing gear is calculated by species, for each fishing pond by season.

The task of preserving the biodiversity of the ichthyofauna of freshwater ecosystems of Kenozero is solved by monitoring compliance with established fishing rules, including a developed system of restrictive measures:

- Fishing with commercial tools is allowed exclusively to inhabitants permanently residing within the boundaries of the nominated property and its buffer zone
- In accordance with Russian legislation, a ban on fishing using industrial fishing gear is introduced for the spawning period.
- In the spawning Ken River within the boundaries of the nominated property and its buffer zone, a year-round ban on the use of the net fishing gear is monitored.
- The norm for issuing permits for one family is regulated by seasons, number, and types of fishing gear.
- On all water bodies, with the exception of Kenozero, Lyokshmozero, and Naglimozero, on the shores of which the main population of the nominated property lives, there is a ban on the use of outboard motors.



Compliance with the established rules of fishing is monitored by the staff of the Park (state inspectors in environmental protection).

#### **3.7.4. Use of Agricultural Land Resources**

Traditional agriculture throughout the second millennium was the main factor in changing the natural environment in the territory of the Testament of Kenozero Lake Cultural Landscape. With the appearance of the Russian population in Kenozero in the 10th century, the reduction of primitive taiga forests by slash-and-burn agriculture began. From the 10th to the beginning of the 20th century in the northwest of Russia, a combined agricultural system including slash-and-burn and plowed three-field system. The analysis of the historic maps of Kenozero of 1780-s, 1860, 1861 confirmed the assumption about the scale of the spread of agricultural land in the past. This study of the landscape changes for 160-240 years in Kenozero was conducted with the use of GIS.

The abandonment and overgrowing of arable land began to occur at the turn of the 19th and 20th centuries. However, the complete abandonment of the traditional system occurred in the period from 1920 to 1940. This conclusion is based on the analysis of the modern age structure of forests on ex-agricultural lands). Also, the ratio of the area of forest fallows and permanent arable land gradually decreased from 4/1 from the middle of the 19th century (probably the same ratio was at the end of the 18th century) to 1/1 by the beginning of the 20th century. It was revealed that mixed forests developed on most of the forest fallows, and only a small part of them (3.5% of the original area) were preserved as hayfields to the present day. Arable land (permanent) has decreased from its maximum by 70%, remaining today near settlements as hayfields and pastures.

A significant place among non-forest lands is occupied by agricultural lands (hayfields, arable land, pastures). Today, their area is 3 680.5 hectares, including 1 112.8 hectares in permanent use of the Park, 2,567.7 hectares for other users. Over two decades of the 21st century, the area of arable land, hayfields, and pastures as a result of overgrowing with forest decreased by 1 600 hectares and their share in the land balance decreased from 3.8 to 2.6%.

At the time of the establishment of the Park, three agricultural enterprises were operating in Kenozero, including the Lyokshmozero branch of the Pechnikovskoye state farm (Kargopol sector), Kenozero state farm, and partially Kenoretsky state farm (Plesetsk sector).

At a gathering of citizens of the Lyokshmozero Village Council on 08.10.1992, the residents appealed to the Park management with a request to include the Lyokshmozero branch of the Pechnikovskoye state farm in the structure of the Park to prevent mass unemployment. On January 27, 1993, the Order was issued by the Head of the Administration of the Arkhangelsk Oblast on the Reorganization of the Lyokshmozero Branch of the Pechnikovskoye State Farm of the Kargopol District into an Agricultural Enterprise in the structure of the Kenozero National Park. Therefore, 570 heads of cattle appeared on the balance of the Park, land shares were transferred to the lands of protected areas and transferred to the Park on the right of permanent (indefinite) use. Active agricultural activity in the Kargopol sector of the Park for many years saved the main component of cultural landscapes, their open spaces.

The lands of state farms in the Plesetsk sector were subsequently reorganized into joint-stock companies (Kenozero and Kenoretsky). These lands became part of the National Park as agricultural land plots without their withdrawal from economic exploitation. In 1995, the lands of joint-stock companies were transferred to shareholders (former members of state farms) into private ownership. Each shareholder received 8.1 hectares of agricultural land.

Currently, part of the agricultural lands on the territory of the Plesetsk sector are privately owned, some of the lands belong to non-delimited lands (the rights to the plots are not registered).

In 2014, the Park started to purchase agricultural land plots from shareholders. In total, 53 shares (8.1 hectares each) were purchased by the Park.

In 2015, the Park conducted cadastral work on the development of a land plot with cadastral number 29:15:000000:4253 (the boundaries of the shares were established on the ground). The plot included 40 shares.

The land plot 29:15:000000:4253 includes the most valuable and vulnerable territories of cultural landscapes in the area of the villages of Fyederovskaya (Porzhensky Pogost), Zekhnova, Semyonovo, Glazovo, Medvezhiy, and Mamonov Islands, as well as land plots under chapels and infrastructure facilities of the Park.

In 2017, the land plot with cadastral number 29:15:000000:4253 was transferred from agricultural lands to lands of protected areas. The plot belongs to the Park on the right of permanent (indefinite) use.

Currently, cadastral works are conducted to form another land plot consisting of two shares. This plot would include the lands of former hayfields located along the banks of the Chazhenga and Vilenka rivers.

The establishment of boundaries on the ground (surveying) in respect of 11 shares purchased in 2014 was not conducted. These lands are still in the reserve fund of the Park.

Therefore, the land users of agricultural lands located within the boundaries of the nominated property and its buffer zone include the Park, the agricultural enterprise located in the village of Vershinino, and the local community.



The main threat to the loss of the intended purpose of agricultural lands comes from the overgrowth of open meadows (former arable land) with tree and shrub vegetation due to prolonged non-use. It is partially removed by clearing some elements of landscapes, including ancient monastery roads, cart roads, and selective haymaking.

Agricultural lands are the most valuable structural elements of the traditional cultural landscape of the Testament of Kenozero Lake. A change in their configuration as a result of overgrowth by forest leads to a violation of the centuries-old planning structure, the loss of visual and associative links between the dominant elements of the cultural landscape, including sacred groves, churches, chapels, and villages.

Currently, the Park is monitoring the condition and overgrowth of agricultural lands using remote sensing data (space and aerial photography). The combination and processing in GIS of archival cartographic data, remote sensing data allows to track the processes and changes in the cultural landscape for many decades, to model their state in the future.

There are 3 109.58 hectares of agricultural lands on the territory of the nominated property. The most valuable of them, included in the cultural landscape protection zone, occupies an area of 3 005.89 hectares, or 81.67% of all agricultural lands in Kenozero.

### 3.8. CURRENT SOCIAL AND ECONOMIC FEATURES OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

The territory of the nominated property is located at a considerable distance from the regional center, Arkhangelsk, (500-600 km), and from the district centers, Plesetsk (180 km) and Kargopol (78 km). The number of the local community is gradually decreasing, this is due to both migration processes and the difficult demographic situation in the Arkhangelsk Oblast. Social and engineering infrastructure could be considered insufficiently developed. However, in recent years, with the efforts of the Park, there has been a decrease in the rate of reduction of the permanent population, the infrastructure has been improved, the entrepreneurial activity in the field of rural tourism of the local community is arising.

#### 3.8.1. Land distribution

The total area of the nominated property and its buffer zone is 140 218.0 hectares, 133 702.6 of them are in permanent use, which is 95.4%, the rest, 6 515.4 hectares are included in the territory of the National Park without withdrawal from economic exploitation. Other lands include used and abandoned agricultural lands, territories of settlements, roads, and various kinds of infrastructure.

The share of uncovered forest lands in the land balance is extremely small (0.2%). There are completely no deforestation and burning. The first is explained by the long period of prohibition of first logging of the main use since the establishment of Lyokshmozero and Kenozero Landscape-Reserves (1989), and then continuous logging of overgrown forest plantations. And the second, first of all, are the merits of the Park protection service, which implements effective measures to protect forests from fires.

Non-forest lands occupy 32 100 hectares or 22.9% of the total area of the nominated property and its buffer zone. The dominant among them (14.6%) is undoubtedly the waters, and, first of all, the waters of numerous lakes, totaling 20 388.1 hectares. Hayfields and agricultural lands occupy 2.6% of the total balance. The sands are almost invisible in the overall land balance, however the beaches on the shores of the Kenozero Lake, which are subject to changes as a result of fluctuations in the water level. The wetlands cover 6 481.9 hectares, which is 4.6% of the whole territory of the nominated

property. A significant place among non-forest lands is occupied by agricultural lands (69.8%), they are not withdrawn from economic use. 1,451.7 hectares or 1.0% of the total area is occupied by the lands of settlements, roads, and other infrastructural facilities. The increased proportion of anthropogenic lands reflects the centuries-old history of the Testament of Kenozero Lake Cultural Landscape with the domination of unique, forest-bordered, agricultural landscapes.

Forest and Non-Forest Lands on the Territory of the Nominated Property and its Buffer Zone										
Land Category	Total		In constant use of the Park		Lands of other land users					
					Total		by municipalities			
	ha	%	ha	%			Plesetsk		Kargopol	
					ha	%	ha	%	ha	%
<b>Total area</b>	140218,0	100	133694,6	100	6523,4	100	6288,6	100	234,8	100
<b>Forest lands (total)</b>	108104,3	77,1	104966,1	78,5	3138,2	48,1	3135,5	49,9	2,7	1,1
<b>Covered by forest (total)</b>	107836,6	76,9	104698,6	78,3	3138,0	48,1	3135,3	49,9	2,7	1,1
<b>Uncovered by forest (total)</b>	267,7	0,2	267,7	0,2	0,2	0	0	0	0,2	0
<b>Non-Forest lands (total)</b>	32113,7	22,9	28728,5	21,5	3385,2	51,9	3153,1	50,1	232,1	98,9
<b>Including:</b>										
<b>Water</b>	20473,9	14,6	20464,8	15,3	9,1	0,1	9,1	0,1	0	0
<b>Wetlands</b>	6481,9	4,6	6428,5	4,8	53,4	0,8	53,4	0,8	0	0
<b>Sands</b>	25,7	0,02	18,8	0,01	6,9	0,1	6,9	0,1	0	0
<b>Roads</b>	473,3	0,3	270,8	0,2	202,5	3,1	101,7	1,6	100,8	43,0
<b>Other lands</b>	432,2	0,3	410,0	0,3	22,2	0,3	20,5	0,3	1,7	0,1
<b>Hayfields</b>	629,2	0,4	59,9	0,04	569,3	8,7	569,3	9,1	0	0
<b>Arable lands</b>	3051,3	2,2	1052,9	0,8	1998,4	30,6	1993,4	31,7	5	2,1
<b>Estates and others</b>	546,2	0,4	22,8		523,4	8,0	398,8	6,3	124,6	53,1

### 3.8.2. Social and Engineering Infrastructure

The main infrastructure links on the territory of the nominated property are located in the largest settlements, in the village of Vershinino, the settlements of Pocha, Ust-Pocha (Plesetsk sector), and the village of Morchikhinskaya (Kargopol sector).

There is a secondary school for 150 pupils (26 pupils attend school, 11 teachers work), a kindergarten for 25 children (25 children attend, 4 people work), a leisure center and an inter-settlement library (3 people work), a paramedic and midwifery station (2 people work), 2 shops (6 people work), a post office (1 person works) In the village of Morchikhinskaya

There is a secondary school for 140 pupils (53 pupils attend school, 11 teachers work, 10 people are service personnel), a kindergarten for 100 children (18 children attend, 4 people work), a paramedic and midwifery station (3 people work), 3 shops (9 people work), a bakery (3 people work), a leisure center (2 people work), a library (1 person works), the Kenozero Municipal District Administration (3 people work), a post office (2 people work), a police station (1 person works ) In the village of Vershinino.



There is a secondary school for 270 pupils (38 pupils attend school, 8 teachers work, 4 people are service personnel), a kindergarten for 100 children (8 children attend, 2 people work), 3 shops (6 people work), a paramedic and midwifery station (2 people work), a bakery (2 people work), a leisure center (2 people work), a library (1 person works), a post office (1 person works), a local branch of MRSK North-West PJSC (4 people work), forestry (1 person works) In the settlement of Pocha.

There is a bakery (2 people work), a leisure center (1 person work), a paramedic and midwifery station (2 people work), a library (1 person work), a post office (1 person work), communications (3 people work), 2 shops (4 people work) In the settlement of Ust-Pocha.

Almost all schools lack teachers in a foreign language, mathematics, biology, and chemistry. There is no official housing, which does not allow attracting new teachers, for instance via the Zemsky Uchitel Federal Project. It is necessary to improve the equipment of the schools to staff them with teachers.

The current level of development of social infrastructure in Kenozero is clearly insufficient and is not designed to increase the population, which occurs during the summer season when relatives of local residents, tourists and summer residents come. This is felt in the absence of places of leisure and entertainment and catering enterprises.

The engineering equipment of settlements on the territory of the nominated property is at a low level and does not meet modern requirements.

There is no centralized water supply, sewerage, heating systems, with the exception of water supply and sewage treatment facilities in the village of Vershinino. They were built with the support of the Northern Environmental Finance Corporation and the Government of the Arkhangelsk Oblast in 2008. Secondary schools in the village of Vershinino and in the settlement of Pocha have steam heating and water supply. The source of drinking water supply for settlements of Kenozero are mainly wells and lake. The water in the lake is not suitable for drinking. The source of drinking water supply for settlements located on the Lyokshmozero are wells and the lake.

In accordance with the Territorial Plan of Waste Management, including Solid Municipal Waste, on the territory of the Arkhangelsk Oblast, since 2020, the Regional Operator for Solid Municipal Waste Management has been executing garbage removal from the largest settlements in Kenozero. In the Plesetsk sector, the removal is conducted in bulk to the solid waste landfill near the village of Plesetsk, in the Kargopol sector the removal is conducted from equipped container sites to the solid waste landfill near the village of Martakovo. However, the export of solid waste from remote villages is currently not executed. Due to the long-term absence of the removal of the solid waste from the settlements of Kenozero, unauthorized spontaneous landfills occurred on agricultural lands. Currently, two unauthorized landfills were identified on the territory of the nominated property near large settlements (the village of Vershinino, 0.0068 sq. km., and the village of Morchikhinskaya, 0.6 sq. km.). The Park makes great efforts for the annual reclamation of all identified landfills in cooperation with the local community and administrations of municipal districts.

The Park has been implementing activities for several years to introduce separate waste collection in Kenozero. Currently, separate waste collection is organized at the infrastructure facilities of the Park with subsequent sorting, pressing, and recycling. The following types of recyclables are collected separately and sent for recycling: PET bottles, cardboard/paper, aluminum cans, tin cans, glass bottles, stretch film, bags, plastic cans, and containers from household chemicals. For these purposes, the containers for recyclables, food waste, paper/cardboard, and other waste are installed at all tourist infrastructure facilities. The separately collected waste is sent to the appropriate tanks and containers at equipped sites near infrastructure facilities. Then, the collected waste is removed to

the Waste Management Centers (one in the village of Morchikhinskaya and one in the village of Vershinino) for sorting, pressing, and further sale to recyclables receivers. A similar mechanism is implemented in tourist parking spaces.



The territory of the nominated property is located at a considerable distance from public railways. The Plesetsk and Kargopol sectors are connected to railway stations located on the Northern Railway by public roads of regional significance.

The Plesetsk sector is connected with the administrative center of the Plesetsk district, the village of Plesetsk, and the Plesetsk railway station by public roads of regional significance. The first section goes from the village of Plesetsk to the village of Konevo by the Arkhangelsk road (Brin-Navolok – Kargopol – Vytegra – Prokshino) and the second section goes from Konevo via Pershlakhta to Nizhnee Ustye with an additional road to the village of Vershinino (Chyolma – Vershinino section).

The Kargopol sector is connected to the city of Kargopol and to the Nyandoma railway station by the Dolmatovo–Nyandoma–Kargopol–Pudozh regional roads (P–2). This road joins the federal road (M8) Moscow – Arkhangelsk near the village of Dolmatovo. By this road, the nominated property is accessible from the Republic of Karelia, Murmansk Oblast, Leningrad Oblast, and Finland. The village of Morchikhinskaya (Lyokshmozero) is connected by an additional road (7.6 km) from the Dolmatovo – Nyandoma – Kargopol – Pudozh road.

Transport Routes				
Type of Roads	Name	Type of Coverage	Length, (km)	
			Plesetsk sector	Kargopol sector
Roads with artificial covering	Regional significance	Asphalt	–	0.9
		Rubble	46.7	29.1
	Local significance	Concrete	4.4	–
	Logging roads	Improved unpaved roads	13.7	–
	Back roads	Improved unpaved roads	–	7.9
Unpaved roads	Forest roads		49.8	33.6
	Back roads		6.6	1.2
Abandoned roads			381.1	122.7
Total			502.3	195.4

The roads of the regional significance of general use with a hard surface ensure the regularity of transportation of basic goods throughout the year and form the main network of transport routes. They are adjacent to other back roads. The forests have preserved forest and logging, including abandoned ones, which are used or could be used for forest management. These roads are also used by the local community.

The network of public roads and high-voltage power lines within the boundaries of the nominated property and its buffer zone was created before the 1990-s. These infrastructure facilities are located on the allocated plots of third-party land users.

The Federal Law on Protected Areas (para 2, article 15) does not exclude the construction and operation of facilities related to the functioning of national parks and settlements located within their borders.

Currently, the power supply to the settlements of Kenozero is conducted from three power stations 35/10 kV (Samkovo, Voloshevskaya, and Lisitsyno) powered by two dead-end overhead lines-35 with a length of 70 and 12 km. Consumers of 10 kVA are connected to long (up to 50 km) unserved feeders of these substations. In 1999-2000, a major overhaul of the electrical line in the Kargopol sector was conducted with a length of 30 km out of 50 required. In 2013-2015, 150 poles, 15 km of electrical lines were replaced in the Plesetsk sector and the routes under power lines were cleared. However, the electricity supply on the territory of the nominated property cannot be considered stable due to constant rolling blackouts and accidents. Moreover, MRSK North-West PJSC in 2020 equipped power lines on the territory of the nominated property with bird protection equipment.

Since 2015, solar power plants have been installed to improve the level of service and safety at the Park's facilities in places where there is no centralized power supply. A total of 5 facilities were equipped. In addition, two chapels are connected to solar mini-power plants to ensure the uninterrupted operation of fire and security alarms.

The length of the communication lines is 7.8 km, the length of power lines (with transmission lines) is 90.9 km.

The shipping within the boundaries of the nominated property is operating only on Lake Kenozero. Cargo transportation (hay, cattle, machinery, construction materials) is conducted on the lake on a Park barge. For the transportation of organized groups of tourists in the summer, the Zarya boat belonging to the Park is used.

Regular passenger transportation of residents of remote villages located on the shores of lakes: Kenozero, Svinoe, and Dlinnoye, is currently absent. During the summer, the local community uses personal vessels of small size. In addition, the Park also provides passenger transportation services.

The nearest international and intercity airport is located in the city of Arkhangelsk. There are places for helicopters to land on the territory of the nominated property.

Mobile communication of Megafon and Iota operates practically on the entire territory of the nominated property. Cellular communication towers were installed in the villages of Vershinino and Orlovo in 2008. In 2020, the laying of fiber-optic communication lines to the largest (from 250 permanent residents) settlements on the territory of the nominated property began. Digital television has been broadcasting in all settlements since 2019.

There are no centralized gas supply systems throughout the territory of the nominated property, in some villages, bottled liquefied gas brought from Plesetsk and Kargopol is used.

### 3.8.3. Local Community Statistics

The boundaries of the nominated property and its buffer zone partially include the territories of Kenozersky, Konevskoye (Plesetsk district), and Pechnikovskoye (Kargopol district) municipalities of the Arkhangelsk Oblast.

There are 46 rural settlements on the territory of the nominated property (102 by the early 20th century). Most of the local community, 1 338 people, live in the northern part of the nominated property, 342 people live in the southern part (Kargopol sector). The total number of people, living on the territory of the nominated property is 1 680 people. The population density in Kenozero is 0.6 people per 1 square km.

The small villages with a population of up to 20 people or less are more common for Kenozero. There is no permanent population in 14 villages. The connection between the settlements is ensured by local roads, some of them are connected by water. The distance between the villages is from 2–5 to 20 km.

The age structure of the local community:	
Children under 16	15 %
People of working age	48,2 %
Retired people	36,8 %

The local community on the territory of the nominated property is gradually decreasing. This decrease is due both to the deterioration of the demographic situation (low birth rates and high mortality rates) as well as migration processes associated with globalization, the difficult social and economic situation in rural areas, and a shortage of jobs. Since 2000, the age structure of the population has changed towards a decrease in the number of children, the number of residents of retirement age has increased by 13%.



Number of People Living in the Territory of the Nominated Property		
Municipal District	2000	2020
Pechnikovskoye Municipal District (12 villages, 3 uninhabited), total	374	342
• Children	92	58
• Retired	93	102
Kenozerskoye Municipal District (33 villages, 15 uninhabited), total	1921	1274
• Children	499	195
• Retired	395	425
Konevskoye Municipal District (Pershlakhta village), total	85	64
• Children	21	6
• Retired	42	39
<b>Total</b>	<b>2380</b>	<b>1680</b>

The local community, living in the settlements and villages of Kenozero are engaged in subsidiary agriculture (over 90%, according to the 2019 Sociological Survey), as well as animal husbandry.

The Local Community Employment Structure	
Place of work or study	Number of people
<b>Pechnikovskoye Municipal District</b>	
Kenozero National Park Federal State Budgetary Institution	47
Lyokshmozero Secondary School Municipal Budgetary Educational Institution	23
Social sector (police, post office, welfare, other cultural institutions)	14
Private business	18
Unemployed	29
Retired	102
Students	8
Military Service	1
Schoolchildren	24
Pre-schoolers	34
Other institutions	58
<b>Kenozerskoye Municipal District</b>	
Kenozero National Park Federal State Budgetary Institution	54
Rural consumer society	8
Kenozero Secondary School Municipal Budgetary Educational Institution	24
Voloshevo Secondary School Municipal Budgetary Educational Institution	16
Social sector (police, post office, welfare, other cultural institutions)	9
Private business	26
Kenozerskoye Municipal District Administration	3
Farm	5
Firehouse	5
Schoolchildren	123
Pre-schoolers	68
Students	23

Retired	425
Unemployed	158
Other institutions	217

### 3.9. ENVIRONMENTAL EDUCATIONAL ACTIVITIES

The environmental education activities are aimed to ensure the comprehensive understanding and conservation of the potential OUV of the nominated property. This applies equally to the work of the Park. According to the Federal Law No. 7-FZ of January 10, 2002 on Environmental Protection, environmental education activities are implemented to develop the ecological culture in society, foster respect for nature, and rational use of natural resources. The activities of the Park in the field of environmental education are aimed at fostering a responsible attitude to the natural and cultural heritage; the development of civic engagement, the development of a sense of empathy for living heritage. At the same time, one of the key target groups in this work is the younger generation: pupils and students of various educational institutions. They are the key to the preservation and sustainable development of Kenozero in the future.



The Park has created a unique educational environment necessary for obtaining additional environmental education, including visit-centers, traditional craft centers, environmental trails, museum expositions, eco-classes, the infrastructure of children environmental camps.

The target audience of the environmental educational activities of the Park is conditionally divided into two groups: children and adolescents living on the territory and near the boundaries of the nominated property (internal audience), and children and adolescents of the Arkhangelsk Oblast and other regions of Russia (external audience).

### 3.9.1. Internal Audience

#### Park for the Children of Kenozero Comprehensive Program

The aim of the Park for the Children of Kenozero Comprehensive Program is to ensure the sustainable development of the Testament of Kenozero Lake Cultural Landscape through the involvement of children and adolescents in activities aimed at preserving natural and cultural heritage and increasing its social and cultural significance.

Education and Research Center	<ul style="list-style-type: none"><li>• Kenozero Children Environmental Camps</li><li>• Research and project activities</li></ul>
Guardians of Traditions	<ul style="list-style-type: none"><li>• Youth Carpentry Courses</li><li>• Folklore groups</li><li>• Crafts workshops</li><li>• Mezenka Equestrian Club</li></ul>
Park for School!	<ul style="list-style-type: none"><li>• School Forestries</li><li>• School of Young Tour Guide</li><li>• Protected Area Professions</li></ul>

It is important that the educational environment of the Park is not the basis for the implementation of only local events and actions. The environmental educational activities have an integrated approach to the environmental education of children living in Kenozero. In total, there are 3 schools on the territory of the nominated property 150 pupils. About 60 children attend pre-school institutions.

### 3.9.2. External Audience

The environmental education activities of the Park for the external audience are aimed to:

- Ensure that the broadest groups of the population support the ideas of preserving the Russian natural and cultural heritage, in general, and Kenozero, in particular;
- Contribute to the development of the understanding of the key role of national parks and reserves of Russia in the preservation of the national heritage of Russia;
- Contribute to the environmental awareness, the development of civic responsibility, and the environmental culture of the people of Russia.

To achieve these aims, the Park implements environmental education activities in the following areas:



### 3.10. SUSTAINABLE TOURISM DEVELOPMENT

The Testament of Kenozero Cultural Landscape has a huge potential for the development of various types of tourism, and already today is of undoubted interest to visitors from Russia and other countries of the world. Over the period from 2012 to 2021, as a result of systematic actions to develop sustainable tourism, the tourist flow increased by 82% (9,382 people and 17,393 people, respectively). The Testament of Kenozero Cultural Landscape has become the leading tourist center of the Arkhangelsk Oblast, a recognizable symbol of the entire Russian North.

Tourism for the Park is a vital necessity. It is a tool for heritage conservation and for the support of the social and economic activities of the local community that contribute to solving social and economic issues. Tourism opens up prospects for development, however, it brings not only new opportunities but also risks. It is important to find the balance between heritage conservation and its use. The development of tourism requires an integrated and holistic approach, the involvement of external resources (financial, material, intellectual), the introduction of the legal framework, improvement of the competence and cooperation of all stakeholders, including authorities and management at all levels, travel agencies, investors, and the local community.

#### 3.10.1. Management Priorities in the Field of Sustainable Tourism Development

##### Priority 1: Local Community Support

- It forms impressions of the culture and identity of the place, creates its unique atmosphere. The maximum involvement of the local community in all stages of the development and implementation of tourism products, the use of their experience, knowledge, and skills is one of the priorities of the Park in the development of sustainable tourism

##### Priority 2: Environmental Education

- The heritage of Kenozero is an active creative phenomenon with huge recreational, investment, scientific, educational opportunities, which makes it attractive to a wide variety of Russian and international visitors



**Priority 3: Cultural Landscape as Tourism Attraction**

- The concept of maintaining and using cultural landscapes assumes, on the one hand, the preservation of agricultural landscapes in villages abandoned by people, on the other hand, the development and implementation of support programs for the local community to preserve the basic structures of the cultural landscape in residential villages. At the same time, the target basis of management is not the agricultural products, it is the sustainability of the cultural landscape with the application of the traditional methods of nature management and everyday life as a tourism product

**Priority 4: Economic aim to create new job opportunities and distribution of economic benefits from tourism in favor of local communities**

- The Park's strategy focuses primarily on the diversification of activities and income; on the development of the entrepreneurial culture of the local community and the support of private initiatives

**Priority 5 Economic aim to develop sustainable tourism: from the economy of services to economy of impressions**

- Creative participation of visitors in the life of the local community is the most popular and promising tourist offer. The basis for the development of the tourism product is the principle of high added value due to impressions. At the same time, the Park strives to ensure that various forms of interpretation of heritage expand life experience, enrich emotionally, develop imagination, ideals, and taste

**Priority 6: Quality of Services and Flexibility**

- Improving the quality of customer experience in Kenozero is achieved by implementing high service standards at all stages of service. In the development and implementation of tourism products, the principles of productivity and flexibility are applied: a combination of demand generation techniques and following the trends of the tourism industry

### **3.10.2. Territorial Model of Sustainable Tourism Development**

In the organization of tourism activities in Kenozero, a cluster approach is used with program-targeted management methods based on economic, demographic, and logistical conditions.

Geographically, the settlement system is featured by an exceptional imbalance, as most of the population is concentrated in 4 large settlements, which retain a population of 200-600 inhabitants in the future. Almost all elements of local social and communication infrastructures are concentrated there. Historically, 2 settlements are the administrative centers of the Plesetsk and Kargopol sectors, and the first acquaintance of visitors with the territory of Kenozero takes place in the villages of Vershinino and Morchikhinskaya. Naturally, they host 2 tourist information centers and are considered as core recreational centers. The main tourist flows pass through them, there are visit-centers, hotels, and tourist shelters, museums, the main links of social, engineering, economic infrastructure. Moreover, the majority of environmental trails and tourism routes start from these villages. The third tourism information center is organized in the city of Arkhangelsk on the basis of the Park's Visit Center, one of the main activities of which is information support for the development of tourism in Kenozero. Other large settlements of Kenozero are the settlements of Ust-Pocha and Pocha, due to their remoteness, there are considered peripheral recreational centers.

From the key centers, tourist flows are distributed on the territory of 7 peripheral recreational centers. They are based on historic settlements that have a set of the best qualities and manifestations of the traditional habitat (Zekhnova, Tyrishkino, Filippovskaya, Semyonovo, Porzhenskoe). The visitors could get a unique opportunity to become not passive observers of the surrounding life, but its accomplices in these locations. The organization of peripheral centers is partly a way to save the village from extinction, cultural landscapes from degradation and overgrowth, traditional folk culture from complete extinction, and create jobs in the visitor service sector.

Recreational zoning solves the most important task, which is heritage conservation and the social and economic support of Kenozero. The organic interrelation of the cultural landscape and recreational zoning largely ensures the preservation of the integrity of the potential OUV of the nominated property.

One of the key principles of the cluster approach is the distribution of flows. By forming the cluster system, we respond to tourism demand (tourism management) and influence its development (tourism planning). The tourism planning influences where visitors and tourists would go, what kind of transport they would use, where they would stay overnight and what they would do. At the same time, the main infrastructure (tourist, social, transport) is concentrated at the starting points that could cope with the flow of visitors. The visitors and tourists are distributed throughout Kenozero, distributing revenue and jobs, reducing the anthropogenic impact on the nominated property.

### **3.10.3. Tourism Types**

The Park focuses on the fundamental components of the globally accepted concept of sustainable tourism for the implementation of its tourism activities. Only sustainable tourism is justified on the territory of protected areas, as it justifies and implements in practice the provisions of the Concept of Sustainable Development, which do not lead to degradation of natural and cultural heritage, conserve and protect it, provide for a fair distribution of economic benefits from tourism development in favor of local communities. Tourism activity in Kenozero is based on the concept of the "economy of impressions", as the concept of the authentic acquires special significance and value. The work on the development of positive impressions of visitors based on heritage affects the entire system of service activities. This applies equally to the tourist infrastructure, tourist products, and all stages of communication with the guest. A distinctive feature of the Park's services is their deep connection with local traditions, with the authentic flavor of the northern Russian village. As a result, the tourists get an exceptional opportunity to fully immerse in the traditional environment, to become not passive observers of the surrounding life, but participate in it. The Park deliberately refused to

create standard unified infrastructure facilities, focusing on the formation of a unique atmosphere of homely rustic comfort by reproducing original interiors, using authentic peasant household items, catering from local cuisine.

The following types of sustainable tourism are developing in Kenozero:

- cultural and educational tourism;
- active tourism;
- business tourism;
- children tourism;
- rural tourism.

However, this gradation is quite conditional: they are closely interrelated and could be combined in one trip, the same infrastructure and the same components of tourism products are often used for all the above-mentioned types.



### **Cultural and Educational Tourism**

Cultural and educational tourism is the most popular type of tourism in Kenozero. It is mainly focused on awareness-raising of the visitors on cultural values, including historical, architectural, archaeological heritage, ethnography, and folklore. At the same time, it involves immersion in the social and cultural environment, the study of traditional economy and nature management as well as the daily life in Kenozero.

Today, a fairly effective system of providing services in the field of cultural and educational tourism has been built in Kenozero. The average length of stay of tourists in Kenozero is 3.5-4 days. The task of the Park is to make the rest meaningful, to fill it with events and impressions. First of all, this is achieved by a variety of tourism products and a clear system of offering them to visitors. In both



the Plesetsk and Kargopol sectors, schedules of guided tours, workshops, and ethnographic programs have been introduced, offering at least five activities daily. Complex tours allow tourists to immerse themselves into the cultural and natural heritage of Kenozero in the most integral and comprehensive way.

### **Excursions and Guided Tours**

In the Kenozersky National Park, excursion services are provided on environmental trails, sightseeing routes, in museums and expositions. The development and creation of excursion routes, environmental trails, museums and expositions, excursions (texts, scientific and methodological manuals, scenario plans) is a complex work based on the interaction of scientific, methodological, creative forces of the Park and the local community. Excursions are conducted by both full-time employees of the Park and attracted guides, including local youth. The most important aspect is that the local community itself acts as "guides" to the northern Russian village and shares its experience and knowledge, emotions and impressions based on heritage.

### **Events**

Events are the most important motivating factor in cultural and educational tourism. The basis for the development of this type of tourism is the rich celebration calendar of the territory. Another part of the event tourism is related to the cultural, historical and natural features of the territory, their study and promotion.

An important aspect of the organization of events in Kenozero is the active participation of the local community, including activists, co-organizers, folklore groups, craftsmen, cooks. The collaboration of residents and employees of the Park allows to create ethnographically based events, saturate them with unique content that does not contradict historical memory. In addition, the results of this creative union serve not only to attract tourists, but also to maintain the culture of the village celebrations at a decent level.

### **Local Gastronomy**

Another direction is to get acquainted with the historical, cultural and natural features of the destination through the prism of local gastronomy. Kenozero cuisine, like the northern one in general, is devoid of sharp taste differences, but it is part of the intangible cultural heritage and fully reflects the traditional diet, worldview, rituals and customs of the local community. For many years, gastronomic tourism in Kenozero has been developing as "additional impressions".

### **Active Tourism**

Active tourism includes all types of travel that involve active movement along the route, with the expenditure of physical efforts. The resources of the nominated property contribute to the fact that active pastime in Kenozero is complemented by an educational component, including acquaintance with cultural and natural heritage. Active types of tourism on the territory of the nominated property include hiking, horse-riding, skiing, water tourism, cycling, snowmobiling, auto, and motorcycle tourism. The most popular of the above-mentioned sub-types are hiking, water tourism, and skiing. Since 2018, equestrian tourism is developing on the basis of the eco-farm in the Kargopol sector.

### **Children Tourism**

Children are an important category of visitors to the Testament of Kenozero Lake Cultural Landscape. The work with children is of great social importance and requires special attention to security measures, recruitment, adaptation of the content of programs. At the same time, the basic target audience in children tourism are adults (parents, teachers), since they are the ones who make



the decision about organizing a trip and purchasing a tourism product, evaluating it according to the criteria of safety, usefulness, and fascination.

The unique intellectual environment and infrastructure necessary for the development of children and youth tourism have been developed in Kenozero, including visitor centers, in the structure of which there are eco-classes and geo-classes with modern multimedia and interactive exposition equipment; information centers, museums, and expositions; the headquarter of children environmental camp; 3 centers of folk crafts; the system of environmental trails and tourism routes, which are adapted to children of different ages.

The children tourism in Kenozero has two sub-groups, including (1) educational and research (Kenozero Environmental Camps for children, school expeditions) and (2) cultural and educational (Park on the Palm, Protected Area Season, Mezenki and other programs).

### **Rural Tourism**

The development of rural tourism is one of the effective platforms for interaction with the local community in Kenozero. For the local community of Kenozero is:

- the source of additional income;
- opportunities for personal and professional growth, creative and business self-realization;
- an incentive to improve private and public infrastructure, to preserve/regenerate agricultural activities in the form of mini-farms and home farmsteads;
- a psychological comfort associated with a sense of demand, the realization of the need for communication, etc.

For the Park, the participation of the local community in rural tourism is:

- the ability to develop exclusive and harmonious travel products;
- the ability to influence the improvement of the quality of life of the local community;
- additional labor, intellectual and creative resources;
- an incentive for the development of the educational and business environment.

The local community offers guest houses for accommodation, treats tourists with natural products, conducts guided tours, ethnographic programs, and workshops, produces souvenirs. There are 29 guest houses in the villages with a one-time capacity of over 80 people, many of which already have their own customer base. The park supports their development and focuses on the improvement of the service culture. In 2017, the Park introduced Recommended by Kenozero National Park Quality Mark. Moreover, recommendations were developed for the owners of guest houses, which relate to the issues of the appearance of the houses, their interiors, security, informational support on tourism service, and other issues. Guesthouses that meet the recommendations receive the Quality Mark and at the same time advertising, informational and organizational support from the Park. The tourists perceive this mark as a sign of trust.

The following types of tourism are considered promising for the Testament of Kenozero Lake Cultural Landscape.

- **Business tourism.** An important condition for the development of business tourism is the availability of advanced information technologies and telecommunications, transport infrastructure, communications, and the hotel sector. Kenozero meets these conditions while organizing full support of a business event (from transfer and accommodation to the preparation of handouts and provision of guided tours programs). One of the essential

conditions is the availability of professionally equipped spaces for holding business meetings of various forms. There are 3 conference halls in Kenozero.

- **Scientific tourism.** The purpose of the development of this type of tourism is to participate in various scientific programs on the territory of the testament of Kenozero Lake Cultural Landscape, including archaeological surveys, observations of birds and animals, botanical, folklore, ethnographic and other expeditions. During scientific tours, tourists could conduct inventory studies of natural and cultural heritage, field observations, with subsequent transfer of scientific reports and collections to the archives and funds of the Park.

#### 3.10.4. Tourism Infrastructure and Transport Services

##### Accommodation

There is a developed system of tourism accommodation facilities in Kenozero, including tourism shelters, guest houses, and hotels. The key point of the system is the unique rural home atmosphere, avoiding typical infrastructure solutions.

The one-time capacity of all accommodation facilities is 1500 places:

- 6 hotels (87 places)
- 8 guesthouses (79 places)
- 14 tourist shelters (104 places)
- 3 campsites (110 places)
- 88 tourist stops (1120 places).

An important stage in the development of the accommodation network of Kenozero was the classification of the facilities to determine their compliance with the criteria and standards of service of the without stars category.



On the one hand, the wide range of tourism facilities allows tourists to select a place to rest and stay overnight in line with the goals of their journey, personal request for comfort. On the other hand, the consistent development of this system contributes to the preservation of samples of civil architecture, the historical spatial planning structure of villages in accordance with the key attributes of the cultural landscape of Kenozero. The solution to this issue is, for instance, the acquisition of old peasant huts with further repairs and their adaptive reuse as guest houses. In such guest houses as Lavitsa, Nechaev House, Kraskov House, Like Grandma's, Abramov House, the authentic village atmosphere is recreated with the help of authentic and antique furniture, textiles, and other household items. The houses have the necessary living conditions for a long stay and self-cooking. The lack of a centralized power supply is compensated by alternative sources of electricity (solar panels).

For the theme hotels of Kenozero (for instance, Fisherman House and Inn), a different approach is used: the exposition techniques in interior design helps to immerse into the thematic historical and cultural context of Kenozero.

### **Food**

Catering is a popular service necessary for a good rest. At the same time, Kenozero cuisine, as a part of the intangible cultural heritage of the cultural landscape, allows guests to immerse themselves more deeply in traditional culture, get additional impressions while tasting dishes prepared according to traditional recipes. The complex meals are offered in Postal Izba Restaurant (Vershino village) and in the Needlework Izba (the village of Morchikhinskaya). The kitchens of these facilities are equipped with professional equipment, the dishes that they prepare are based on traditional recipes. However, according to modern legislation for the full provision of catering services, it is necessary to complete the process of obtaining separate permits.

The ethnographic (thematic) lunches and tea parties are organized by the local residents in the villages of Tyrishkino, Zekhnova, Glazovo, the settlements of Pocha, and Ust-Pocha. Lunches or dinners in the form of picnics are arranged at the tourist stop at the Miller House within the guided tour along with the System of Five Lakes environmental trail or at the Forester Cordon after visiting the Poetics of the Pochozersky Pogost tourism route. In addition, guests can purchase products from the local community (milk, cottage cheese, cream, cheese, vegetables, root vegetables, fresh, smoked, dried fish, fresh berries, and jams) and cook their own food, as all accommodation facilities are equipped with the necessary equipment and utensils. These services are an additional incentive and source of income for the local community, and for visitors. It is an opportunity to buy natural and organic products.

### **Access Roads and Transport**

The transport services are an important element in the structure of tourism activities in the context of the poorly functioning public transport system in Kargopol and Plesetsk districts, as the shuttle buses run in the directions Kargopol – Morchikhinskaya and Plesetsk – Vershinino only 2 times a week. Their schedule is poorly connected with train traffic. There are no Morchikhinskaya - Vershinino non-stop shuttle buses, at least 2 not connected transfers must be made on this route.

In the total structure of the Park's income from recreational activities, about 10% is the provision of transport services. Consistent improvement of the transport support system would significantly increase the tourist flow and provide a new impetus to the sustainable development of the Testament of Kenozero Lake Cultural Landscape and its settlements. For these reasons, it is necessary to solve the following issues:

- Absence of a road bridge over the Onega River

Currently, there is a pontoon cross over the Onega River near the village of Afanosovskaya, which is the only opportunity to access a number of settlements in the Plesetsk district for 3,000 residents and at least 13,000 tourists annually. The ponton cross is not free and causes economic damage to the development of tourism. In spring and autumn, during the period of ice drift and freezing, there is no pontoon crossing, and settlements are isolated. This period lasts from 5 days to several months twice a year.

- Konevo-Vershinino road, 78 km (Plesetsky district of Arkhangelsk Oblast)

The road has a ground covering, in the autumn-spring period it becomes inaccessible to passenger vehicles. This situation has the most adheres impact on the development of the nominated property and nearby settlements.

- Deterioration of water passenger transport

The main tourist routes of the Testament of Kenozero Lake Cultural Landscape pass through the waters of Lake Kenozero and cover the most valuable architectural monuments, natural complexes, and historical settlements. For tourism and transfer services, the Park uses its own water transport, including Zarya-213R of 1973, KS-100D2 boat of 1994, and several small vessels. If these watercrafts are replaced with modern vessels, it would be possible to increase the volume of guided tours, ensuring the safety and comfort of visitors.

- Deterioration of transport and economic infrastructure

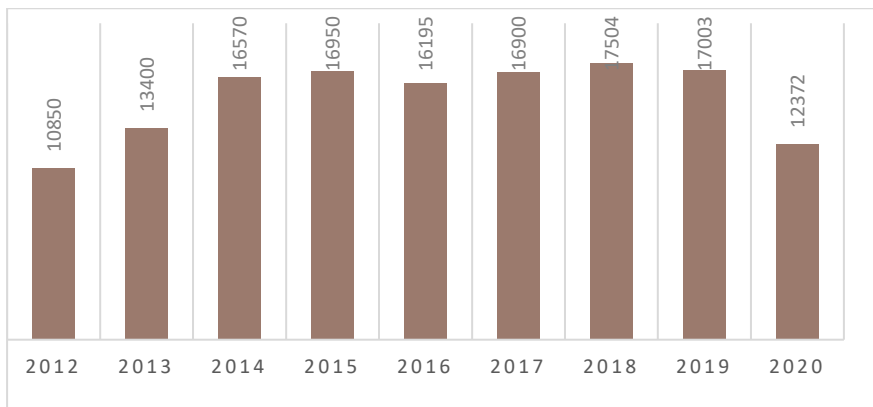
The Park uses its own vehicles are used for the transfer: Gazelle, Toyota Hiace and "Ford Transit minibuses. In winter, snowmobiles are used for tourism services on the routes. The general low accessibility of the nominated property, the lack of systematic public transport, the renewal of the existing transportation means would contribute to the growth of the positive dynamics of the share of transport services, increase the tourist flow and improve the safety of passenger's transportation.

### **3.10.5. Analysis of Sustainable Tourism Development**

Tourism in the Testament of Kenozero Lake Cultural Landscape is an effective tool for the preservation of natural and cultural heritage as well as the most important sector of the local economy, the driver of favorable social and infrastructural transformations in Kenozero. The long-term systematic work in this field allows to evaluate quantitative and qualitative performance indicators, analyze its weaknesses and identify promising areas.

Over the period from 2012 to 2020, as a result of systematic actions for the development of tourism, the tourist flow increased by 57%. The smooth dynamics of the increase in visitors since 2012 has been accompanied by a slight decrease in indicators in 2016, associated with the adjustment of the method of counting tourists, and in 2020, caused by the COVID-19 pandemic.

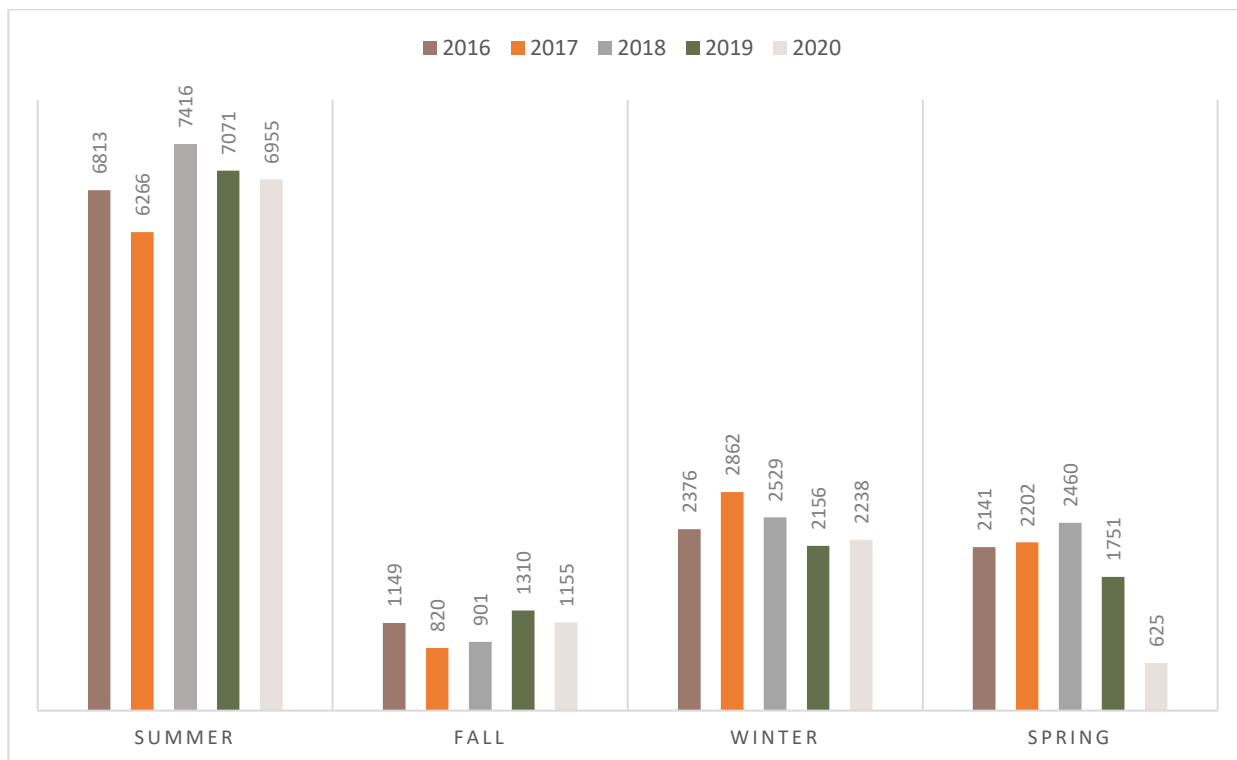




Visitation statistics in 2012–2020

The increase of visitation of Kenozero was caused by many factors, including:

- Increase of the recognition and attractiveness of the territory due to systematic advertising, information, marketing, environmental education, social and cultural activities;
- Improvement of the image of the Testament of Kenozero Lake Cultural Landscape as a protected area with opportunities for organizing quality recreation for different target audiences;
- development of tourism infrastructure;
- quantitative and qualitative development of tourism services as a result of the analysis of interests, preferences, and needs of visitors and improved heritage interpretation;
- systematization and improvement of the quality of work with visitors at the stage of the trip organization;
- flexible pricing policy that allows maintaining the economic accessibility of services for a wide target audience.



Visitation statistics per season in 2016-2020

The analysis of the change in visitation statistics by season shows a pronounced increase in the summer period (from June to August) as it is the time when the visitors of Kenozero could be provided with the widest possible range of services and activities: water and walking tours along environmental trails and guided routes are quite popular, numerous natural and cultural heritage sites, individual programs of active recreation are implemented with overnight accommodation at tourist sites.

The next increase in attendance is observed from December to February when the territory becomes the most attractive for lovers of active winter recreation (ski and snowmobile tours) and winter event events (New Year, Christmas, Maslenitsa).

It is necessary to develop the tourism offers of Kenozero that would not have a strict reference to seasonality (gastronomic, event, and thematic cultural and educational tours) or products desirable for certain target groups in spring and autumn (weekend school tours or on vacation). April and November have the lowest visitation rates, which is primarily due to a long period of off-road and inaccessibility of Kenozero in these months.

In 2011, the Park developed the Medium-Term Program for the Sustainable (Environmental) Tourism Development for 2011-2015, which defined the tourist and recreational zoning of Kenozero, set a long-term vector for tourism development, conditioned the introduction of the effective model of tourism management, which included the introduction of logistics between all components of tourism, distributed tourist flows, prioritize and determine how to increase the social and economic significance of heritage.



## Assessment of the effectiveness of the Medium-Term Program for the Sustainable (Environmental) Tourism Development

	2010	2014	2021
<b>Increase in Total Capacity</b>			
The one-time capacity of accommodation facilities	1 034 places	1 365 places	1 512 places
Number of tourist stops	69 stops for 780 people	83 stops for 1 050 people	88 stops with 1 120 places
Total number of beds (hotels, guest houses, campsites)	95	171	392
Total number of hotels, guest houses, campsites, and forest shelters for year-round use	19 facilities	26 facilities	33 facilities
Food points	2 facilities for 85 places	2 facilities for 85 places	3 facilities for 230 places
Conference and seminar halls	2 facilities for 80 places	4 facilities for 200 places	4 facilities for 290 places
Parking spaces	3 parking for 60 vehicles	5 parking for 76 vehicles	6 parking for 116 vehicles
Number of museums and exhibitions	12	15	19
Number of environmental trails	7	7 (4 re-equipped)	10 (7 re-equipped)
Number of tourism routes	5	7	7
<b>Increase in Tourist Flow</b>			
Number of tourists per year	9 918	14 000	17 393
Number of visitors per year	4 392	29 413	52 634
Winter visitation	15 %	22 %	30,4 %
Summer visitation	85 %	78 %	69,6 %
<b>Improvement of the social climate, employment, and quality of life of the local community</b>			
Number of local residents involved in the reception and service of visitors and tourists	40 people	116 people	208 people
New forms of sustainable tourism	3 ethnographic programs, 8 workshops, 13 tourism programs	14 ethnographic programs, 11 workshops, 30 tourism programs	15 ethnographic programs, 19 workshops, 35 tourism programs
Additional services from the total volume of recreational services	35 %	41 %	59 %
Number of souvenir types	29 types	93 types	208 types

The flexible travel organization system was introduced in Kenozero. Therefore, the visitors and tourists have various opportunities, they can also choose a ready-made tour, which includes all the necessary elements (transfer, meals, accommodation, tourism activities). Classic seasonal tours provide an opportunity to get a general impression of the different sides of the natural and cultural heritage of Kenozero. One of the pronounced trends in tourism is the individualization of travel. In this

light, the Park provides services for the development of custom-made programs, for the adjustment of basic tours to visitor requests. The Park also develops the schedule of tourism events for the summer season to enable the visitor to book accommodation and independently design their own holiday plan already on the spot. Individualization is associated with the development of thematic and event tours on the heritage of Kenozero via specific topics or events.

The network of environmental trails was developed and is constantly improved in Kenozero. For the period from 2012 to 2021, the number of trails and routes increased from 7 to 10, some of the trails were re-designed and re-equipped. Currently, all trails and routes are equipped with wooden decking on difficult-to-pass areas, places for short-term rest, signs and information stands, some have art objects and/or information centers. In the light of the high demand among tourists (at least 15 000 people annually), there is a need to improve 7 of trails and routes, including re-equipment of their decking, arrangement of small architectural forms, clearing routes from tree and shrub vegetation, and re-equipment for the accessibility for the people with disabilities.

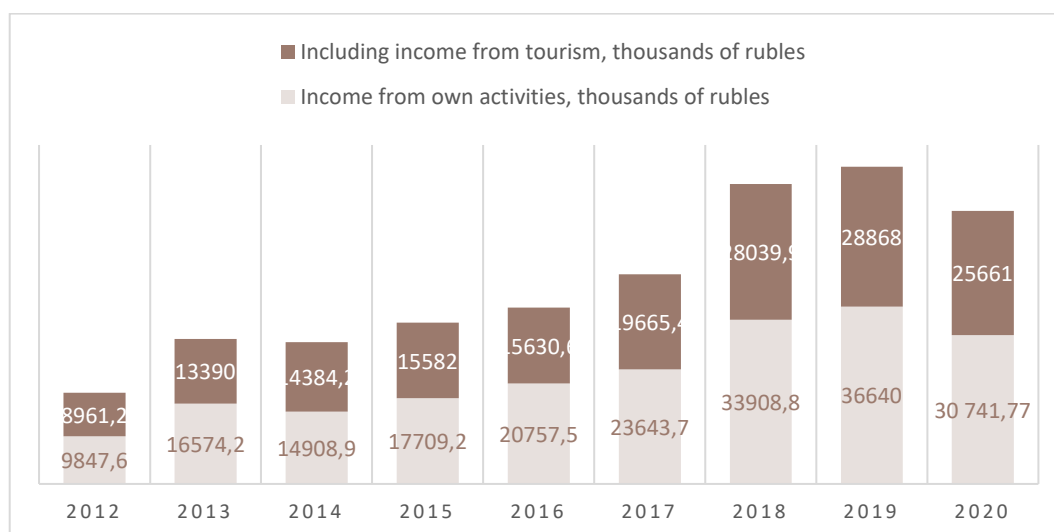
The number of museums and expositions for the period from 2012 to 2020 increased from 12 to 17. Modern multimedia technologies (audio guides, video equipment, virtual reality technologies) are used in the new museums (In the Beginning there was a Word, Potomuchka Eco-Class, 4.5 Billion Years Long History Geo-Class).

Against the background of quantitative and qualitative transformations, the number of tourists, who visited environmental trails and museums and participated in various tourist activities increased 9 times, from 4 392 people in 2010 to 52 634 people in 2021.

The study of traditional craft culture, professional methodological activities, and the involvement of the local community made it possible to increase the list of workshops from 8 in 2010 to 19 in 2020.

The number of ethnographic programs, which also provide an opportunity for informal communication between the visitors and the local community of Kenozero, has increased from 3 in 2010 to 15 in 2020. At the same time, the quality of the programs themselves has changed significantly due to the purposeful work of numerous professionals, including musicians, screenwriters, methodologists with the local community.

The economic indicators of tourism activity in Kenozero are the following:





## **Factors, Affecting the Tourism Development in Kenozero**

The positive dynamics are accompanied by a number of external and internal factors that slow down the development of Kenozero as a tourist destination.

In the context of the growth of the road travelers, the condition of the roads connecting the city of Kargopol and the Kargopol sector, the village of Konevo, and the Plesetsk sector is not sufficient. It is necessary to equip modern eco-friendly and safe car parking spaces, improve navigation along federal and regional roads.

At the same time, there is an increasing interest in using public transport as the most economical way to travel to Kenozero from the Nyandom and Plisetskaya railway stations and from the city of Kargopol, mainly in the summer season. However, the critically small number of regular public buses (2 times a week) in these directions still remains a factor that reduces the accessibility of Kenozero.

The insufficient provision of medicines to the paramedical and midwifery stations located in the villages and settlements of Kenozero, the complexity of timely provision of emergency medical care violates one of the most important principles of tourism development, which is safety.

One more hindering factor is the state of the power grids in Kenozero: regular emergency interruptions in the power supply are accompanied by the disconnection of mobile communications and prevent the provision of full-fledged and high-quality services in tourist infrastructure facilities. The almost complete absence of street lighting, even in large settlements, is accompanied by injuries both among tourists and among the local community.

The following tourism development areas are considered promising in Kenozero:

- analysis of Russian and international best practices in sustainable tourism development;
- conceptual rethinking and development of new tourist products representing cultural and natural attributes of the nominated property, using modern media and infrastructure technologies and with the participation of the local community;
- development of a system of private guest houses in settlements on the territory of the nominated property, development of an entrepreneurial and investment climate in the field of rural tourism;
- development of new types of products under the brand of Demean and Paraskeva; involvement and training of new craftsmen; implementation of souvenir projects; certification of new types of products, entry into new markets;
- development of public-private partnerships in various areas of tourism activities (catering, hospitality infrastructure, equipment rental, and others);
- development and introduction of new services to the market or resuscitation of demand for existing ones: new forms (for example, the introduction of game forms in classic guided tours for children and youth), expansion of thematic variability, expansion of routes, in the light of the high level of return of tourists, which correlates with their need to have a wider understanding the values of the Testament of Kenozero Lake Cultural Landscape, to discover new routes, to get new high-quality impressions;
- improvement of service, increase of customer orientation of the staff, increase of sales efficiency, development of professional competencies. This area of activity is aimed to strengthen the loyalty of visitors, an increase the economic efficiency of tourism activities, and is determined by legal requirements in the field of safety and quality of services. A wide range of tools would be used, including training seminars with the involvement of experts,

the development and implementation of the service standards, and the system for monitoring their compliance;

- improvement of accommodation facilities in accordance with current requirements of safety and construction of new facilities, if necessary;
- Improvement of interactions with stakeholders: travel companies, the media, the business community, authorities to create an attractive image of Kenozero and promote new tourism products;
- it is necessary to develop and consistently implement the marketing strategy of tourism services in order to develop additional motivation to visit Kenozero due to its remoteness from the main roads; the development of the social fashion for visiting Kenozero.



# 4

## STAKEHOLDERS INVOLVED IN THE IMPLEMENTATION OF THE MANAGEMENT PLAN

**4.1** PARTICIPATION CULTURE. CIVIC INITIATIVES. INVOLVEMENT OF THE LOCAL COMMUNITY IN THE MANAGEMENT OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

**4.1.1.** The Local Community: Cultural Heritage Conservation and Revival of Traditional Folk Culture

**4.1.2.** The Local Community: Nature Protection and Environmental Safety of the Territory

**4.1.3.** The Local Community: Sustainable Tourism Development

**4.1.4.** The Local Community: Social and Economic Development and Civil Society Development

**4.2.** FEEDBACK. SOCIAL SURVEY OF THE LOCAL COMMUNITY

**4.3.** DEVELOPMENT OF VOLUNTEERING MOVEMENT

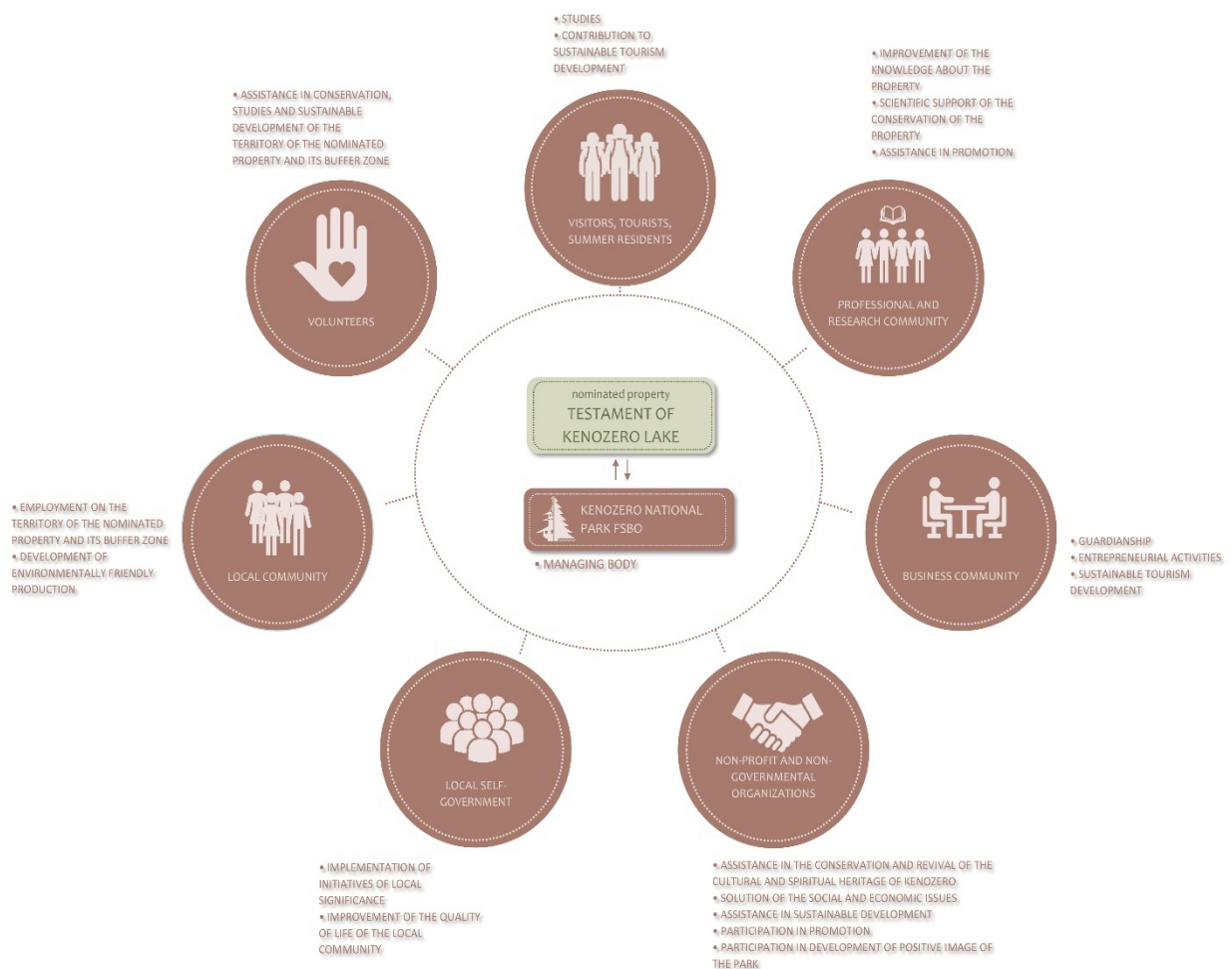
**4.4.** FRIENDS OF KENOZERO CLUB ASSOCIATION

**4.5.** STAKEHOLDER ANALYSIS

According to the Operational Guidelines for the Implementation of the World Heritage Convention, strategies affecting nominated properties should encourage the active participation of the communities and stakeholders for sustainable development, conservation, management, and promotion of heritage sites. The Testament of Kenozero Lake nominated property and its buffer zone has its own pronounced social context with a wide variety of stakeholders.

The management of the nominated property and its buffer zone is implemented by the Kenozero National Park Federal State Budgetary Institution (the Park).

The Park within the managerial tasks focuses on the potential benefits, needs, and motivations of a wide range of stakeholders. The Park strives for a comprehensive and equal understanding of the nominated property by all stakeholders and for constant and effective interaction with them. The local community has a special value among the stakeholders, as its traditional lifestyle, rituals, and rites as well as traditional nature management is an integral part of the potential OUV of the nominated property.



#### 4.1. PARTICIPATION CULTURE. CIVIC INITIATIVES. INVOLVEMENT OF THE LOCAL COMMUNITY IN THE MANAGEMENT OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

International best practices show that successful heritage conservation is only possible on the basis of equal partnership with the local communities. The Operational Guidelines for the Implementation of the World Heritage Convention also recognized the local communities as the key partners for World Heritage protection.



In recent decades, the economy and social field have undergone serious changes in the North-West of Russia. As a result of the reduction in the volume of timber and agricultural production, the income level of the local communities has decreased. To optimize costs, rural municipalities were enlarged, paramedical and midwifery stations, post offices were closed, and schools were experiencing some difficulties. Most of the powers of the administration of rural municipalities were transferred to district administrations. The public relations were also restructuring: if earlier large industrial enterprises (state farms, forestry enterprises) were engaged in solving many social issues, today they bear less and less social responsibilities. The development of the territory increasingly depends on the activity of the local community itself in cooperation with the Park.

For almost three decades, there has been a pronounced culture of participation of the local community of Kenozero and Lyokshmozero in all areas of the Park's activities. The local community today is not just an object of the Park's impact, they are also not passive consumers of its activities, they are active subjects of all social, cultural, and economic processes. The cooperation with the local community is based on the principles of priority of heritage conservation over its use and co-participating partnership and is focused on the following tasks:

- Maximum awareness-raising, development of the open dialogue, and public consent on the sustainable development of the territory of the nominated property and its buffer zone;
- Promotion of the development of civic initiatives of the local community;
- Development of the local economy, creation of alternative sources of income, development of investment prospects, and development of entrepreneurial culture;
- Development of professional and personal competencies of the local community;
- Improvement of the quality of life of the local community.
- The cooperation is conducted in the following areas:
- Cultural heritage conservation and revival of traditional folk culture;
- Nature protection and environmental safety of the territory;
- Sustainable tourism development;
- Social and economic development and civil society development.

#### **4.1.1. The Local Community: Cultural Heritage Conservation and Revival of Traditional Folk Culture**

The cultural heritage conservation and revival of traditional folk culture are one of the key tasks of the Park. However, its implementation would not be possible without the active participation of the local community.

Many architectural monuments were transferred to the Park's responsibility in an unsatisfactory state of conservation. The conservation and maintenance works got have been conducted on most of them with the participation of the local carpenters. The monuments of Kenozero are not museum exhibits, but centers of the spiritual life of the local community: they are actively used for religious ceremonies, many monuments have their own guardians allocated by the local community.

For many years, the Park has been purposefully working to preserve and revive traditional crafts, folklore traditions, rituals, holidays, and fairs. Currently, 3 Centers of Crafts are successfully functioning, four folklore collectives of different ages are organized, pottery, blacksmithing, carpentry, and other workshops are working, the effective system of souvenir production by the local community was organized, the traditional nature management was regenerated and revived as a co-participating tourism product.



The leitmotif of the Park's tourism activity was the development of event tourism. Today, with the direct participation of the local community, such holidays as Vasilyev Day, Christmas, Maslenitsa, Forty Saints' Day, Peter's Day, Midsummer Day (Ivan Kupala) were revived and are held annually. The Assumption Fair and the Festival of Traditional Knowledge are becoming more popular among visitors and residents of the Park. It is important to highlight that these events are not artificially created, they were revived based on historic data. Without the awakened interest of the local community in their own traditions, without their gradually increasing active participation in festivals, fairs, it would be impossible to consider the authenticity of such events, in particular, and the living culture of Kenozero, in general.

The museum and exhibition activities of the Park are addressed not only to visitors but also to the local community. The residents participate in the creation of museums and expositions, they present museum objects, photographs to the Park, sharing their memories and knowledge. The Museum Fund of the Park mainly consists of items donated by the local community, reflecting the spiritual and material culture of Kenozero. Moreover, as part of the Certification of Villages Research Project, the local community records information about the history of the villages, their inhabitants, main occupations, and interesting events. They are supplemented with digital copies of photographs and other illustrations from family archives and serve as the basis for the development of museums and expositions, environmental trails, ethnographic programs, guided tours, and publications.

#### **4.1.2. The Local Community: Nature Protection and Environmental Safety of the Territory**

It is impossible to ensure effective nature protection and environmental safety of the nominated property and its buffer zone without the participation of the local community. Therefore, since the establishment of the Park, special attention has been paid to this area. The local community is informed about all changes in the legal regime of protection of the territory not in a notification order, but in the form of an open dialogue. The meetings with hunters and fishermen living on the territory

of the nominated property and its buffer zone are organized at least twice a year. Individual consultations are also constantly held. The explanatory notes and comments are posted on the information resources of the Park, in Visit centers, in municipal administrations.

The local community became a valuable source of information about the state of conservation of flora and fauna, reporting their observations of rare and red-listed species, which creates favorable conditions for monitoring and scientific research.

In the 2000s, raids on the protection of the territory together with active local residents became possible and proved their effectiveness. Unfortunately, this practice has not been widespread in recent years, but it requires reconsideration and renewal.

An important example of cooperation with the local community in environmental protection is the work to reduce the littering of territories with solid municipal waste. Due to the long-term absence of the export of solid waste from settlements within the boundaries of the nominated property and its buffer zone, unauthorized spontaneous landfills occurred on agricultural lands. The reclamation of discovered landfills is conducted with the involvement of the stakeholders and the administrations of municipal districts as well as with the participation of the local community.

In addition, the local community not only supports the initiatives to introduce separate waste collection on the territory of the nominated property and its buffer zone but also imitates their own projects in this field. With the grant support of the Park within the framework of various projects, the initiative groups of the local community are developing their own infrastructure for separate waste collection, including recycling facilities, presses, and necessary equipment.

#### **4.1.3. The Local Community: Sustainable Tourism Development**

The main economic goal of the development of sustainable tourism in the territory of the nominated property and its buffer zone is the creation of new job opportunities and the development of a mechanism for the distribution of economic benefits from tourism in favor of the local community. The cooperation with the local community in the field of sustainable tourism development is implemented in the following areas:

- Rural guest tourism;
- Guided tours, workshops, and ethnographic programs;
- Transportation services;
- Catering services and sale of agricultural products;
- Production and sale of souvenirs;
- The Model Rural Farmstead Project.

Tourism on the territory of the nominated property today is the leading branch of the economy. This fact is confirmed by the increase in the number of rural guests tourism facilities (by 260% in 6 years, or from 11 facilities in 2014 to 30 in 2021), whereas the number of tourism programs with the participation of the local community increased by 270% in 6 years with the growth of income of the local community only from the Park by 135% in 6 years. In addition to the full-time staff of the Park living on the territory (114 people), about 200 local residents participate in various areas of tourist activity. It is important that according to the sociological survey of the local community conducted by the Northern (Arctic) Federal University in 2014 and in 2019, about 70% of the residents of Kenozero have a positive attitude to the fact that sustainable tourism is developing in their territory of residence.



#### 4.1.4. The Local Community: Social and Economic Development and Civil Society Development

The first social facility built by the Park back in 1994 was an elementary school in the village of Ust-Pocha. The Park also arranged the water supply and sewage treatment facilities for the village of Vershinino, the road from the village of Morchikhinskaya to the village of Maselga, and the improvement of power supply systems. The Park also provides comprehensive assistance to schools, kindergartens, medical centers, and cultural centers in the territory of the nominated property and its buffer zone. The park supports elderly people and veterans and works with socially unprotected residents of Kenozero.

Since its establishment, the Park has been following the idea of sustainable support of the local community and its involvement in the activities. Kenozero was the first place, where the first Public Councils appeared in the 1990s, the first Territorial Public Self-Government Bodies were organized in the 2000s. The main aim in this field is the development of the dialogue and involvement of the local community in the joint management of Kenozero.



The timely transition from solving all issues of the local community to building partnerships and involvement in the activities of the Park has brought its results. The tools used are quite different, from rural gatherings to business planning training, from awareness-raising campaigns to individual consultations. The communication channels include the Kenozero Magazine (92% of the local residents, according to the 2019 Sociological Survey, perceive it as the main source of information about the Park's activities), the Park's website (35% of the surveyed residents regularly visit the website) and the Park's social media pages. However, according to the survey, personal contacts retain the greatest effectiveness. One of the most significant events during the year is the traditional Winter Meeting, which has been held for over 10 years, is a platform for an open dialogue between



the local community and the management of the Park and a discussion club on the most significant issues and ideas.

Today, 4 Territorial Public Self-Government Bodies are active in the Park in the villages of Vershinino, Morchikhinskaya, the settlements of Pocha and Ust-Pocha. Since the beginning of the 2000s, a number of complex projects have been implemented aimed at creating a favorable business climate and developing the entrepreneurial culture among the local community. Many of their initiatives have become sustainable. 23 types of herbal collections are certified in the Park, 80 craftsmen produce over 200 types of products, which are presented in 6 souvenir shops, including one in Arkhangelsk. The Gifts of Kenozero Brand was rebranded in 2017 and renamed Demean and Paraskeva. The Gifts of Kenozero and Onega is registered as a trademark.

However, by the mid-2010s, the intensive cooperation between the local community and the Park began to decrease. The Territorial Public Self-Government Bodies established in the Park have ceased to play a significant role. The task of social and economic development remained, and other solutions were required. One of such solutions is 10 Steps to a Successful Project Seminars, which has been held since 2015 in partnership with the Government of the Arkhangelsk Oblast. Under the guidance of experienced experts, the local activists work on their project ideas, learn to set aims and objectives, and plan expenses. The key point is that the best projects receive financial support from the Park, as well as organizational support at its implementation stage. Over the past five years, 16 social and cultural projects have been implemented, including Pocha. The 20th Century, In the Style of Soviet Art Nouveau" projects in the settlement of Ust-Pocha, repair of bridges and cultural centers, establishment of new museums and community centers, landscaping, and others.

The long-awaited bottom-up decision-making process has started. The success of rural development projects is directly dependent on the direct participation of the local community in their development and implementation. Having mastered the tools of social design, the local residents began to actively participate in various grant competitions at the regional and federal levels, receiving expert support from the staff of the Park at all stages. Strategic sessions are organized annually, where the results of joint actions of the local community, the Park, and the local authorities are summarized with short and medium-term planning strategies development. In 2020, the Kenozersky Shores new autonomous non-profit organization was registered in the village of Ust-Pocha. Therefore, today complex long-term projects have been implemented in the settlements of Kenozero, which really improve the quality of life of the local community of Kenozero. The local community believed in the benefits of such projects, revitalizing the driving force of the Territorial Public Self-Government Bodies at a new level. The volume of funds attracted by the local community to Kenozero is growing: in 2018-2020, the funds amounted to almost 9 million rubles. Considering non-financial contributions and volunteering works, the financial input of the projects of the local community has reached 15 million rubles in three years. And if in 2014, according to the survey conducted by the Northern (Arctic) Federal University, less than 30% of Kenozero residents rated the activities of the Territorial Public Self-Government Bodies as good and excellent, in 2019 the positive rankings reached 50%.

The Park's work on the development of business initiatives and the development of the entrepreneurial culture has reached a new level. In 2020, the Northern Lights project was launched with the support of the European Union, within the framework of which eighteen aspiring and active entrepreneurs of Kenozero received financial support and assistance in developing business plans, product certification, marketing activities, registration as self-employed and sole proprietors. This is an important area of the Park's work, ensuring the diversification of economic activities, the growth

of the well-being of the local community, the expansion of the range of goods and services of Kenozero.



#### 4.2. FEEDBACK. SOCIAL SURVEY OF THE LOCAL COMMUNITY

To effectively manage the nominated property and its buffer zone with the consideration of the interests of the local community, since 2014, sociological surveys of the local community have been conducted every 5 years on social and economic aspects of the interaction between the Park and the local community. The research is conducted by the Northern (Arctic) Federal University.

The most significant questions in the context of the nominated property and its buffer zone were the results of the local community's response to the following two questions:

- Question 1: Do you think it is necessary to inscribe the Testament of Kenozero Lake Cultural Landscape on the UNESCO World Heritage List, which would give the international significance and status, as well as additional protection?
- The majority of respondents (65.1%) believe that the Testament of Kenozero Lake Cultural Landscape should be inscribed on the UNESCO World Heritage List, 13.7% of respondents do not consider it necessary, and 21.2% find it difficult to answer this question.
- Question 2: Would you like your settlement to be excluded from the boundaries of Kenozero National Park?
- 87.1% of the surveyed local residents answered negatively. This confirms the hypothesis that the local residents have a positive attitude to the Park.

#### 4.3. DEVELOPMENT OF VOLUNTEERING MOVEMENT

Even before the establishment of the Park, in the late 1980s, a student construction team worked in Kenozero, whose members conducted basic maintenance works on 16 architectural monuments, which allowed to conserve them later. In the 1990s and 2000s, several individual volunteers mainly from abroad worked in Kenozero at different times.

However, along with the active development of the volunteering movement in Russia in the 2010s, this direction received a new impetus in Kenozero. The separate program of the volunteering movement development was introduced in Kenozero in cooperation with Burunduk and AYA Volunteering Centers. Every year the number of volunteers in Kenozero increases, and, their geography expands.

A significant role in this field is also played by the School of the Protected area Volunteer project for the camp leaders of volunteering groups, which was launched in 2017. Every year, the project provides comprehensive training for 15 camp leaders.

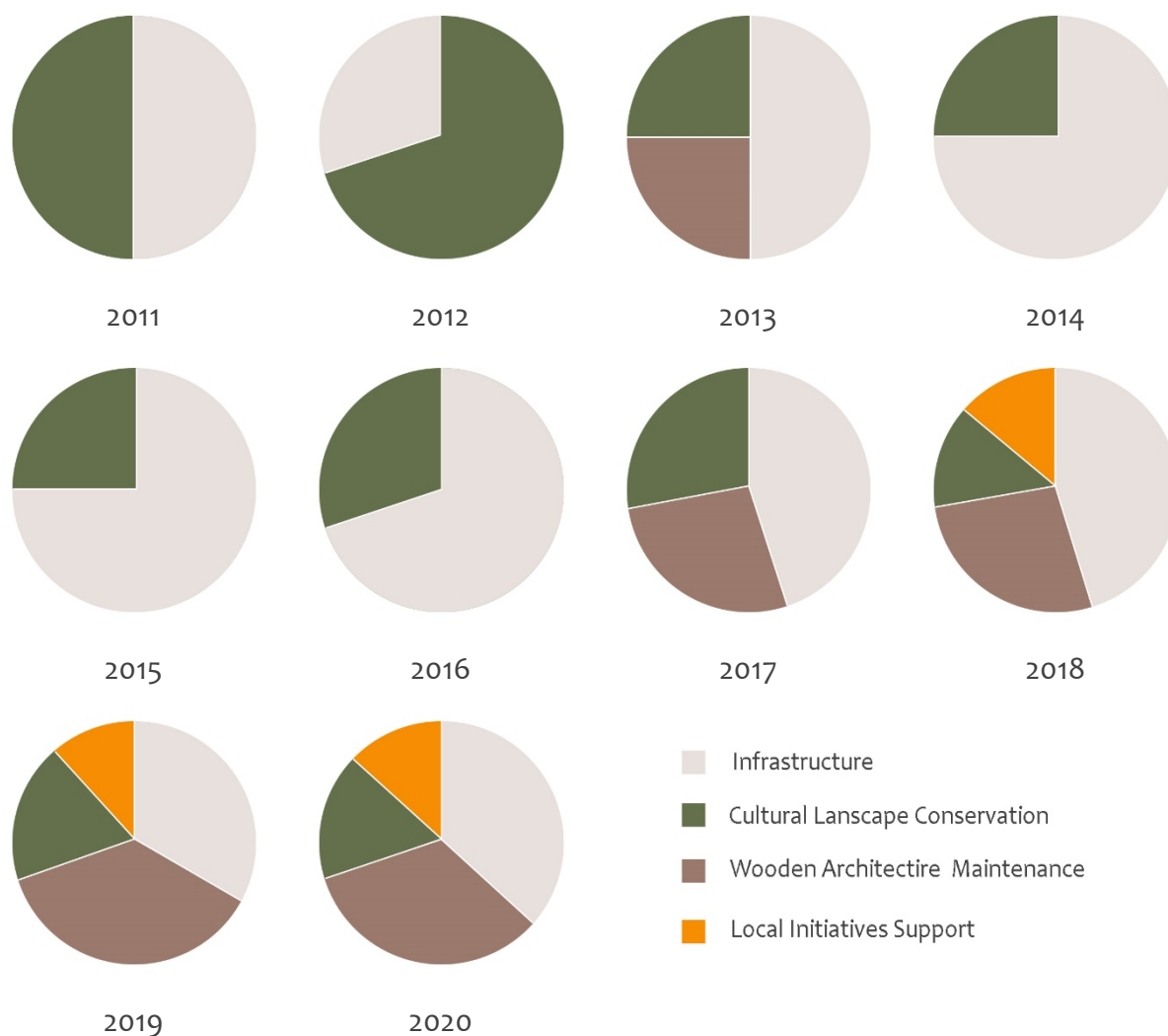
The basis of the multi-day volunteering camps in Kenozero is the works devoted to the improvement of the existing infrastructure, including construction and clearing of environmental trails, maintenance, and repair works in different facilities.

The assistance of the volunteers in the maintenance of the cultural landscape is also vital: the assistance in haymaking, landscape logging, and the maintenance of aboriginal animal breeds on the eco-farm. Every year since 2014, volunteers have been installing dozens of haystacks, mowing hectares of open spaces of the cultural landscape. The hay is donated to the local community.

It is necessary to highlight the volunteering work supporting the maintenance of the architectural monuments. Since 2012, volunteers from 17 countries participated in the maintenance works on 14 architectural monuments. It is important that all actions are conducted under the guidance and with the participation of the heritage professionals of the Park.

The local community is also engaged in volunteering activities. Cleaning of the territory, construction, repair, and arrangement of social and engineering facilities, implementation of social and cultural projects is an incomplete list of initiatives of the local community. In 2018, 22% of the inhabitants of the settlement of Pocha worked on a volunteer basis at one of the facilities, which is an indicator typical for some European countries in terms of community involvement in volunteer projects.

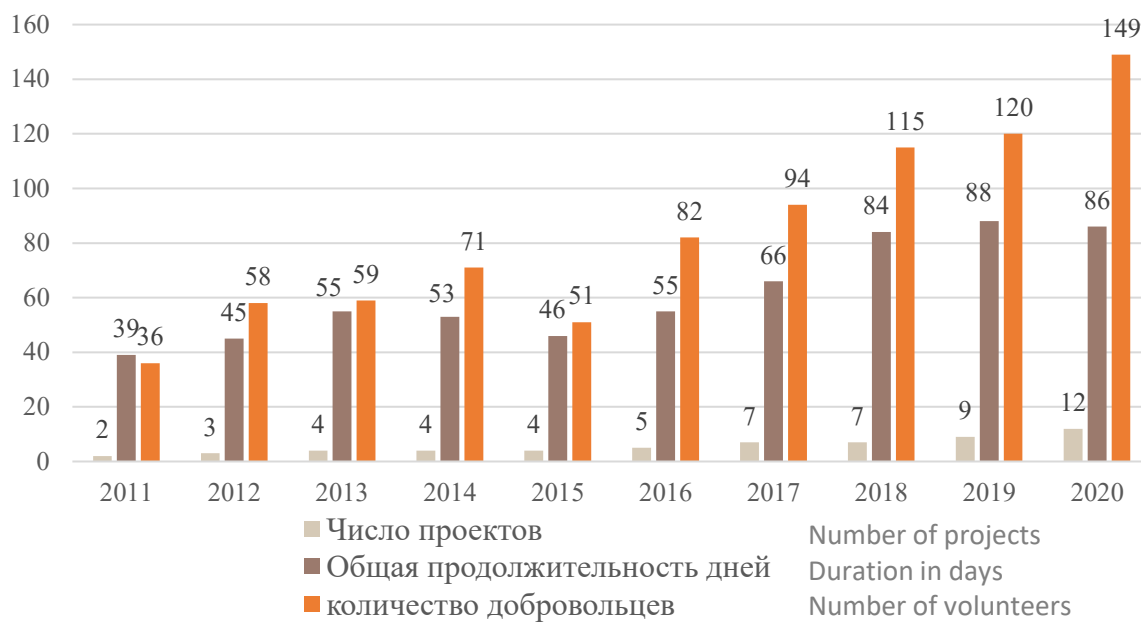
It is interesting to note 40-55% of volunteers apply for participation in the Kenozero volunteering programs for the next year, and about 30% of participants return to Kenozero, some of them regularly volunteer for several years.



*Focus of the Volunteering Projects in Kenozero from 2011 to 2020*

Along with thematic multi-day camps, individual volunteering programs attract emerging professionals with certain skills: photographers, scientists, IT specialists, translators, designers, counselors, and teachers for children's environmental camps and other projects. In 2020, a new direction of volunteering, remote volunteering, was introduced in Kenozero. In online camps, the volunteers help in transcribing audio recordings and processing historic photographs. This practice would be continued in the future.





*Statistics of Volunteering Projects in Kenozero from 2011 to 2020*

#### 4.4. FRIENDS OF KENOZERO CLUB ASSOCIATION

In order to fully support the activities of the Park, the Friends of Kenozero Club Non-Profit Partnership was established in 2006. Its main tasks were the following:

- promoting the conservation and revival of the natural, cultural and spiritual heritage of Kenozero;
- solving social and economic issues of Kenozero;
- assistance in the development of small environmentally oriented businesses for the sustainable development of Kenozero.

One of the important activities of the non-profit partnership is the operation of the Microloan Fund for the local community. Its initial capital was provided by the Directorate for the Protection of the Cultural Heritage of Norway in 2007. Initially, there were few applications from the local community due to some peculiarities of the local mentality. However, after the first successful micro-projects, loans have become more and more in demand. To date, the Fund's turnover has increased a hundred times from 400 thousand rubles to 40 million rubles. 682 loans worth over 43 million rubles have been issued over 14 years. The interest rate is 6.5% per annum, the maximum loan amount is 200,000 rubles, the term is up to 2 years. The Fund has become an effective financial instrument to support the initiatives of the local community. And if the first years of microloans were provided only for the development of rural tourism, today they are issued for any purpose: home repairs, purchase of vehicles, farm animals.

According to the 2019 sociological survey of the local community in 2019, 79.8% of the local residents know about the Fund (44.3% in 2014). 37.5% of respondents used its services. Financial resources are taken mainly for the repair of real estate (38.7%), new construction or the purchase of houses (17.1%), the purchase of vehicles (10.8%). It is important that all financial resources remain on the territory of Kenozero and contribute to its sustainable development.

In 2015, the non-profit partnership was reorganized into the legal form of association. Today, in addition to the Microloan Fund, the Association also:

- implements various projects on social and economic development. Since 2010, over 30 different projects have been implemented. The projects also contributed to the Park's activities and nature protection with the support of the European Union, the Presidential Grants Fund, WWF, the Government of the Arkhangelsk Oblast, and the crowd platform Planeta.ru, business communities, etc. The total cost of the projects is about 55 million rubles.
- supports civic initiatives of the local community as a resource center. Development of Territorial Public Self-Government Bodies in settlements and villages located within the boundaries of the nominated property, its buffer zone, and wider setting, including grant support following the results of the 10 Steps to Successful Project seminars and various projects involving subgrants. The association also provides legal and financial advice for public and non-profit organizations by the organization of training events in Kenozero.
- Promotes social and economic development of the nominated property by supporting entrepreneurial initiatives.

Legal and financial advice on running a small eco-oriented business, financial support for business initiatives within the framework of various projects, organization of training events, etc.

In 2021, the Association was included to the Federal Register of Social NGOs, which provides additional tax incentives and opportunities for development.

The Association today occupies a stable position among the most significant non-profit organizations of the Arkhangelsk Oblast. It is considered as a resource center for the development of both protected areas and the communities living within and near the boundaries of protected areas.

In the short term, the Association would focus on its institutional development, including the development of its logo and brand book, website, and social networks. This would be a step towards a new stage of development, an increase in the number of projects, and coverage of beneficiaries from the implemented activities.

#### 4.5. STAKEHOLDER ANALYSIS

In order to achieve a comprehensive and equal understanding of the potential OUV of the nominated property, information about stakeholders and the degree of their involvement in the management of the nominated property and its buffer zone was identified, analyzed, and systematized. The analysis shows that different groups may have the same motivation for different activities and vice versa. The development of equal cooperation and partnership of all stakeholders, constant dialogue, and feedback is the foundation for the successful study, conservation, and sustainable development of the Testament of Kenozero Lake Cultural Landscape in the future.

STAKEHOLDER ANALYSIS		
Stakeholders involved in conservation and management		
Stakeholder	Motivation	Activities
The management body of the nominated property and its buffer zone: Kenozero National Park Federal State Budgetary Institution (the Park)	<ul style="list-style-type: none"> <li>Integrated sustainable development of the nominated property and its buffer zone with the participation of all stakeholders;</li> <li>Effective management of the nominated property and ensuring the preservation of all attributes of its potential OUV.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the preservation and full development of all types of the heritage of Kenozero: natural and cultural, tangible and intangible</li> <li>Organization of research activities in relation to the nominated property and its buffer zone;</li> <li>Conservation and management of cultural landscape complexes</li> <li>Development of sustainable tourism, visitation management</li> <li>The sustainable livelihood of the local community</li> <li>Promotion of social and economic development of Kenozero</li> <li>Involvement of all stakeholders, coordination of their interests</li> <li>Promotion of the nominated property at the international, national, regional and local levels.</li> </ul>
State and municipal administration bodies	<ul style="list-style-type: none"> <li>Preservation of natural and cultural heritage, using its potential to promote the territory at all levels;</li> <li>Social and economic development of the nominated property and its buffer zone;</li> <li>Employment for the local community;</li> <li>Improvement of the investment climate of Kenozero;</li> <li>Increase of the revenue of budgets at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Management and administrative activities within the scope of their powers.</li> </ul>
Stakeholders involved in conservation and sustainable development		
Stakeholder	Motivation	Activities
Local community the local residents	<ul style="list-style-type: none"> <li>Employment opportunities and additional income;</li> </ul>	<ul style="list-style-type: none"> <li>Work as the Park staff (114 people);</li> </ul>

(private individuals) involved in the activities of the Park	<ul style="list-style-type: none"> <li>• Preservation of natural and cultural heritage, the revival of the spiritual culture of Kenozero;</li> <li>• Development of local self-identity;</li> <li>• Growing public respect and interest in the natural and cultural heritage of Kenozero;</li> <li>• Opportunities for self-development and capacity building;</li> <li>• Opportunities for additional education and harmonious development of children, their future employment;</li> <li>• Improvement of the social and economic climate;</li> <li>• Improvement of the infrastructure of Kenozero.</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation with the Park in sustainable tourism development (souvenir production, rural tourism, folklore groups, tourism and transport services, catering, workshops, and others, over 200 people);</li> <li>• Work on construction and maintenance of infrastructure, conservation of monuments;</li> <li>• Participation in public organizations (Territorial Public Self-Government, Veterans' Councils, Public Councils, and others);</li> <li>• Volunteering activities: joint patrolling and informing the Security Service, collecting information and items of historical and cultural value, assistance in landscaping, participation in events, and others.</li> </ul>
Non-profit and non-governmental organizations (environmental, religious, heritage conservation, and others)	<ul style="list-style-type: none"> <li>• Preservation of natural and cultural heritage, social and economic development, the revival of religious life in the nominated property and its buffer zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of activities on the territory of the nominated property that do not contradict the principles of its conservation and sustainable development;</li> <li>• Improvement of the environmental safety of Kenozero;</li> <li>• Educational activities (awareness-raising of the local community and visitors);</li> <li>• Creation of additional conditions for the effective preservation of all types of heritage;</li> <li>• Increasing the availability of religious rites on the territory of the nominated property and its buffer zone.</li> </ul>
Professional and research communities	<ul style="list-style-type: none"> <li>• Preservation, comprehensive study, and interpretation of the natural and cultural heritage of the nominated property and its buffer zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of research activities in relation to the nominated property in various fields of knowledge jointly or in agreement with the Park;</li> <li>• Identification, study, systematization, scientific processing, preservation, and interpretation of the heritage of the nominated property using modern technologies;</li> </ul>



		<ul style="list-style-type: none"> <li>• Development of scientific foundations for the protection of the potential OUV of the nominated property;</li> <li>• Support of scientific conservation of movable and immovable cultural heritage;</li> <li>• Development of cooperation based on the study and presentation of the heritage of the nominated property and its buffer zone.</li> </ul>
Trustees and donors (business community and individuals)	<ul style="list-style-type: none"> <li>• Implementation of social responsibility of business;</li> <li>• Development of a positive image based on heritage;</li> <li>• Preservation and sustainable development of the nominated property and its buffer zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and organizational participation in the preservation and presentation of the heritage of the nominated property and its buffer zone;</li> <li>• Contribution to the development of the technical base of the Park and the social and engineering infrastructure of the territory of the nominated property and its buffer zone;</li> <li>• Organization of joint events to attract attention to the issues of heritage preservation, environmental education, and socially responsible businesses;</li> <li>• Participation in volunteering activities for the study, conservation, and sustainable development of the territory of the nominated property and its buffer zone.</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• Participation in preservation and interpretation of the potential OUV;</li> <li>• New practical experience on heritage conservation and interpretation.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in volunteering activities for the study, conservation, and sustainable development of the territory of the nominated property and its buffer zone.</li> </ul>
Business structures operating in and near the nominated property and its buffer zone	<ul style="list-style-type: none"> <li>• Opportunity to receive income from local resources, including recreational;</li> <li>• Increase of the tourist attractiveness of the territory, increase of the number of visitors;</li> <li>• Organization of new and development of existing business activities;</li> </ul>	<ul style="list-style-type: none"> <li>• Various areas of entrepreneurial activity: agriculture; trade; transport; environmentally oriented production; catering; development of sustainable tourism</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase in sales and competitiveness;</li> <li>• Development of public-private partnership on the territory of the nominated property and its buffer zone.</li> </ul>	
Stakeholders interested in conservation and sustainable development		
Stakeholder	Motivation	Activities
Local community: local residents not directly involved in the Park's activities	<ul style="list-style-type: none"> <li>• Preservation of natural and cultural heritage, the revival of religious life in the nominated property and its buffer zone;</li> <li>• Development of local self-identity;</li> <li>• Growing public respect and interest in the natural and cultural heritage of Kenozero;</li> <li>• Opportunities for self-development and capacity building;</li> <li>• Opportunities for additional education and harmonious development of children, their future employment;</li> <li>• Improvement of the social and economic climate;</li> <li>• Improvement of the infrastructure of Kenozero.</li> </ul>	<ul style="list-style-type: none"> <li>• Employment in small business organizations (trade, transport, agriculture, environmentally oriented industries, and others), educational organizations, municipal government bodies. There are few unemployed people leading a subsistence economy.</li> </ul>
Local community: relatives of the local residents and summer residents	<ul style="list-style-type: none"> <li>• Preservation of natural and cultural heritage, the revival of religious life in the nominated property and its buffer zone;</li> <li>• Improvement of the infrastructure of Kenozero;</li> <li>• Improvement of the social and economic climate;</li> <li>• Growing public respect and interest in the natural and cultural heritage of Kenozero.</li> </ul>	<ul style="list-style-type: none"> <li>• Landowners and house owners who live in the territory of the nominated property and its buffer zone mainly in the summer season for recreation.</li> </ul>
Visitors and tourists	<ul style="list-style-type: none"> <li>• Travelling is the basis of tourist motives;</li> <li>• Educational tourism (acquaintance with the unique natural and cultural heritage of Kenozero);</li> <li>• Active tourism (cycling, kayaking, skiing, and others);</li> </ul>	<ul style="list-style-type: none"> <li>• Traveling to the territory of the nominated property and its buffer zone using the infrastructure of hospitality and environmental education infrastructure, participation in</li> </ul>

	<ul style="list-style-type: none"> <li>• Business tourism (research activities, participation in business events, and others);</li> <li>• Rural tourism (recreation in the households of local residents, acquaintance with the traditional lifestyle, and others);</li> <li>• Event tourism (participation in festive events);</li> <li>• Youth tourism (children programs, children environmental camps, and others);</li> <li>• Social tourism (recreation of population groups with special needs and health issues);</li> <li>• Pilgrimage tourism (visiting sacred places for religious purposes).</li> </ul>	<p>tourism and ethnographic programs, events, organized outdoor recreation.</p>
<p>People interested in the natural and cultural heritage of the Russian North</p>	<ul style="list-style-type: none"> <li>• Preservation of the potential OUV of the nominated property as the heritage of mankind;</li> <li>• Increasing the accessibility of the nominated property with the preservation of its integrity and authenticity;</li> <li>• Promotion of the nominated property.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained interest in information about the nominated property and its buffer zone, the attributes of its potential OUV;</li> <li>• Decision-making in the field of preservation, well-being, and sustainable development of the nominated property and its buffer zone.</li> </ul>



# 5

## SWOT ANALYSIS



SWOT analysis was used to identify the current and future prospects of the Testament of Kenozero Lake nominated property and its buffer zone, including strengths and weaknesses, opportunities and threats.

The results of the SWO- analysis are presented in the table below, which is divided into four columns grouped in one line of activity. The first two (strengths and weaknesses) provide the overview of the current state and development of the nominated property and its buffer zone, the last two (opportunities and threats) provide the overview of the external situation around the nominated property and its buffer zone in the future. The weaknesses and threats require active measures to conserve the potential OUV of the nominated property. Moreover, managerial actions and investments are necessary in order to transform the weaknesses into strengths, the threats into opportunities.

Strengths	Weaknesses	Threats	Opportunities
<b>HERITAGE AND ITS PROTECTION</b>			
<ul style="list-style-type: none"> <li>The Testament of Kenozero Lake has a rich natural and cultural, tangible and intangible heritage, complementing each other</li> </ul>	<ul style="list-style-type: none"> <li>A number of architectural monuments are in an unsatisfactory state of conservation and require emergency and maintenance works;</li> <li>There are losses of various elements of intangible heritage, including crafts and epic traditions;</li> <li>There is no sufficient protection zone of the buffer zone of the property (which would cover the wider setting of the nominated property)</li> </ul>	<ul style="list-style-type: none"> <li>The beginning of the development of promising subsurface areas adjacent to the boundaries of the buffer zone for geological exploration and extraction of minerals may disrupt the hydrological regime of Lake Kenozero and cause damage to natural complexes;</li> <li>Insufficient funding of conservation and maintenance works on architectural monuments;</li> <li>Intensive logging activities in the forest near the boundaries of the buffer zone could have an adverse impact on the condition and sustainability of ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>Justification and introduction of the sufficient protection zone for the buffer zone of the nominated property (that would cover the wider setting of the nominated property);</li> <li>Introduction of the cultural heritage of the nominated property into sustainable tourism activities</li> </ul>
<ul style="list-style-type: none"> <li>The Testament of Kenozero Lake is a unique Northern European peasant cultural landscape with monuments of wooden architecture, which has preserved living cultural traditions, archaic forms of folk art, traditional nature management on its territory</li> </ul>	<ul style="list-style-type: none"> <li>There is a partial loss of functional features of cultural landscape complexes and a reduction in visual "scenes" while preserving the ethnological framework</li> </ul>	<ul style="list-style-type: none"> <li>Degradation of cultural landscapes due to the reduction of traditional land use;</li> <li>The lack of an effective system of legal norms and financial means to ensure the conservation and use of cultural landscape complexes may affect the attributes of the potential OU, the integrity and authenticity of the nominated property</li> </ul>	<ul style="list-style-type: none"> <li>The efforts of the Park are focused on the conservation of cultural landscape complexes and the comprehensive solution of issues associated with the threat of loss of their structural elements;</li> <li>The target basis of management is the support of the use of traditional methods of nature management and daily life as a tourist product</li> </ul>

Strengths	Weaknesses	Threats	Opportunities
<ul style="list-style-type: none"> <li>The status of the territory, a protected area of federal significance, provides sufficient legal protection of the territory of the nominated property and its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>Legal protection of the nominated property and its buffer zone is insufficient due to new legal changes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>High dependence on the impact of changes in legal and regulatory measures at the federal level</li> </ul>	<ul style="list-style-type: none"> <li>The status of a World Heritage site would provide additional legal protection for the nominated property and its buffer zone</li> </ul>
<ul style="list-style-type: none"> <li>The presence of a controlled favorable environmental situation: the purity of the main components of the natural environment; the absence of harmful industries, controlled visitation</li> </ul>	<ul style="list-style-type: none"> <li>Mechanisms for determining carrying capacity and monitoring the environmental consequences of tourism activities on the territory of the nominated property have not been developed yet;</li> <li>Insufficient representation of natural complexes and objects in tourism activities</li> </ul>	<ul style="list-style-type: none"> <li>Exceeding the carrying capacity could lead to degradation of natural systems and loss of biological diversity as well as the increase in fire danger</li> </ul>	<ul style="list-style-type: none"> <li>Scientifically justified expansion of the range of tourism products of the Park with natural complexes and objects developed based on the determined carrying capacity</li> </ul>
SOCIAL AND ECONOMIC DEVELOPMENT OF THE TERRITORY			
<ul style="list-style-type: none"> <li>The status of the national park and the consistent work of the Park allow attracting additional resources and attention to solve the social and economic issues of the territory of the nominated property and its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>The level of the main and social infrastructure does not meet modern demands and the ever-increasing tourist flow</li> </ul>	<ul style="list-style-type: none"> <li>The policy of prioritizing urban development over rural development would question the future of the local community</li> </ul>	<ul style="list-style-type: none"> <li>The status of a World Heritage Site would bring new opportunities for attracting the attention of government bodies at all levels to solving social and economic issues of the territory of the no innated property and its buffer zone</li> </ul>

Strengths	Weaknesses	Threats	Opportunities
<ul style="list-style-type: none"> <li>• There is active cooperation with the local community in the social and economic development of the nominated property, the development of sustainable tourism</li> </ul>	<ul style="list-style-type: none"> <li>• The weak development of production and social complexes (agriculture, trade, consumer services, clubs, libraries, etc.) compatible with the tasks of the Park, and, as a result, the lack of need for highly qualified professionals leads to the migration of the local community</li> </ul>	<ul style="list-style-type: none"> <li>• The process of globalization and migration of the population, primarily young people, would lead to a decrease in the quality of the social environment;</li> <li>• Development of businesses focused on the use of natural and cultural resources, but not related to the aims and objectives of the nominated property and its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of resources for the development of businesses compatible with the tasks of conservation and sustainable development of the nominated property and its buffer zone (agriculture, traditional crafts, small eco-oriented industries); the local community has the opportunity to develop their traditional forms of management, using the values of the nominated property as a tourism product on a sustainable basis</li> </ul>
<ul style="list-style-type: none"> <li>• The Park and its partners are implementing a wide range of social and cultural projects on the territory of the nominated property and in its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of medical care, lack of qualified professionals in social and educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>• The reform of the social field may lead to the unification and/or closure of paramedic and obstetric stations, post offices, educational institutions, libraries, leisure centers</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in state programs in the comprehensive development of rural territories, development of education and healthcare for solving social issues in the settlements of the nominated property and its buffer zone</li> </ul>
SUSTAINABLE TOURISM DEVELOPMENT AND IMPROVEMENT OF THE SOCIAL AND CULTURAL SIGNIFICANCE OF HERITAGE			
<ul style="list-style-type: none"> <li>• The Testament of Kenozero Lake is a recognizable symbol of the Arkhangelsk Oblast and the North-West of Russia</li> </ul>	<ul style="list-style-type: none"> <li>• The Arkhangelsk Oblast as a whole is characterized by a weak development of domestic tourism, the lack of a coordinated strategy in the field</li> </ul>	<ul style="list-style-type: none"> <li>• The current trend to transfer the leading role in the development of tourism to private investors in the absence of clear mechanisms for</li> </ul>	<ul style="list-style-type: none"> <li>• The status of a World Heritage site could become a tool for promoting the territory to new tourism markets, primarily international ones;</li> </ul>



Strengths	Weaknesses	Threats	Opportunities
	of tourism, and the underdevelopment of the interaction of stakeholders	<p>monitoring and regulating their activities;</p> <ul style="list-style-type: none"> <li>• The desire to increase the tourist flow could lead to a loss of the quality of the content of tourist products, loss of authenticity of its components, reduce the stability of natural ecosystems, and, consequently, the tourism attractiveness</li> </ul>	<ul style="list-style-type: none"> <li>• The sustainable development of tourism on the territory of the nominated property and its buffer zone contributes to the growth of employment and income of the local community, the development of entrepreneurial culture and diversification of economic activities, contributes to the development of adjacent territories and the region, in general</li> </ul>
<ul style="list-style-type: none"> <li>• As a result of systematic actions for the development of sustainable tourism, the tourist flow to the territory is growing (an increase of 60% over 7 years from 2012 to 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• The remoteness of the territory from federal highways, the difficult transport and logistics situation cause high seasonality and restrain the growth of tourist flow</li> </ul>	<ul style="list-style-type: none"> <li>• High transport accessibility of the territory would lead to exceeding carrying capacity and infrastructure capabilities of the nominated property and its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>• The improvement of the key infrastructure, the development of passenger transport links could significantly increase the tourist flow, reduce the seasonality of tourism</li> </ul>
<ul style="list-style-type: none"> <li>• Developed tourism, environmental and educational infrastructure: museums, visitor centers, information centers, equipped ecological trails, mini-hotels, tourist shelters, guest houses, tourist parking, navigation on the territory of the nominated property and its buffer zone</li> </ul>	<ul style="list-style-type: none"> <li>• Non-compliance with modern requirements of comfort and safety of tourism infrastructure, lack of off-road equipment for passenger transportation, insufficient use of new approaches for heritage interpretation, outdated equipment hinder the development of tourism</li> </ul>	<ul style="list-style-type: none"> <li>• The lack of financial resources may slow down the sustainable development of tourism and environmental education infrastructure and, as a result, may lead to an increase in their inconsistency with the increasing requirements of safety and comfort; insufficient use of modern design and media technologies</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of innovative forms and technologies of interpretation of cultural and natural heritage, modernization of the existing and construction of a new modern competitive infrastructure of hospitality based on architectural traditions and heritage impact assessments on the cultural and landscape</li> </ul>

Strengths	Weaknesses	Threats	Opportunities
			features would increase the tourism attractiveness of the nominated property and its buffer zone
<ul style="list-style-type: none"> <li>The cluster approach with program-targeted management methods is used in the organization of tourism in Kenozero, which allows developing tourism and environmental education infrastructure based on available resources throughout the territory of the nominated property in a sustainable way</li> </ul>	<ul style="list-style-type: none"> <li>Weak use of modern marketing tools to promote the tourism prospects of the nominated property in international and national markets, as a result, the lack of demand for some tourism products, seasonality of tourism</li> </ul>	<ul style="list-style-type: none"> <li>The threat of force majeure: epidemics, natural disasters, radical political transformations could slow down or stop the processes of tourism development on the territory of the nominated property</li> </ul>	<ul style="list-style-type: none"> <li>The growing demand for subspecies of sustainable tourism (cultural, event, rural, environmental) opens new target audiences;</li> <li>The development and implementation of a marketing strategy would allow developing of a social fashion for visiting the nominated property</li> </ul>
RESEARCH PROJECTS			
<ul style="list-style-type: none"> <li>Interdisciplinary research in the field of humanities and natural sciences with the participation of leading Russian and international scientific and research centers is conducted on the territory of the nominated property and its buffer zone;</li> <li>The results of research projects are used in projects for the conservation and interpretation of natural and cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient study and elaboration of some scientific topics devoted to the cultural and natural heritage of the nominated property;</li> <li>Lack of systematic work in a number of research areas due to the changing scientific interests of the professionals</li> </ul>	<ul style="list-style-type: none"> <li>The decline in the importance of scientific professions, as a result of a shortage of qualified professionals;</li> <li>In case of a change of priorities for the Park, the lack of budget funding, systematic research on a number of scientific topics may be interrupted</li> </ul>	<ul style="list-style-type: none"> <li>The status of a World Heritage site could expand the network of international scientific contacts for the implementation of joint research projects;</li> <li>The significant amount of scientific data allows introducing new knowledge into practice, widely use it in projects on heritage interpretation</li> </ul>

Strengths	Weaknesses	Threats	Opportunities
<b>INTERACTION WITH STAKEHOLDERS</b>			
<ul style="list-style-type: none"> <li>The Testament of Kenozero Lake is a center of attraction and a platform for mutual exchange for Russian and international audiences: professional communities, authorities of all levels, and civil society</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with state and municipal authorities is uneven and unstable, depending on the personalities and the degree of their interest</li> </ul>	<ul style="list-style-type: none"> <li>The change of political and economic context in the world and in Russia, the change of value priorities from heritage conservation to the use of resources may lead to a crisis of the entire system of World Heritage sites in Russia</li> </ul>	<ul style="list-style-type: none"> <li>Participation of the staff of the Park in professional and public associations that promote the interests of the institution through the solution of common tasks;</li> <li>The status of a World Heritage site, recognized by the international community as a sign of the quality of the heritage and management of Kenozero would strengthen and develop the partner network</li> </ul>
<b>INSTITUTIONAL DEVELOPMENT</b>			
<ul style="list-style-type: none"> <li>The highly qualified team of professionals of the Park in cooperation with other stakeholders conducts the comprehensive study, conservation, and promotion of natural and cultural, tangible, and intangible heritage</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of professionals in some areas of activity on the territory of the nominated property;</li> <li>The lack of official housing does not allow to attract qualified professionals from other districts and regions</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of the prestige of work in the field of heritage conservation, migration processes</li> </ul>	<ul style="list-style-type: none"> <li>The positive image of the Park, the prestige of working in it contribute to attracting qualified professionals from other districts and regions</li> </ul>
<ul style="list-style-type: none"> <li>The existing budget funding, in general, allows supporting the main activities of the institution</li> </ul>	<ul style="list-style-type: none"> <li>The current trend to reduce budget funding, lack of funds for certain areas of activity (conservation of monuments,</li> </ul>	<ul style="list-style-type: none"> <li>The economic crisis, institutional changes in higher-level departments, political transformations could</li> </ul>	<ul style="list-style-type: none"> <li>The status of a World Heritage site could ensure continuity of priorities;</li> </ul>

Strengths	Weaknesses	Threats	Opportunities
	<p>construction, and development of hospitality infrastructure, purchase of equipment, etc.) constrains the dynamics of development;</p> <ul style="list-style-type: none"> <li>• The low level of wages of full-time staff of the Park: the average salary for the Institution as of 01.04.2020 is 36,981 rubles. with an average salary in the Arkhangelsk Oblast of 42,560 rubles in 2019</li> </ul>	<p>negatively affect the funding of the main activities of the Park</p>	<ul style="list-style-type: none"> <li>• Participation in state programs, national projects, interdepartmental funding, interaction with higher departments would allow to increase funding and implement a development strategy, not a survival strategy</li> </ul>
<ul style="list-style-type: none"> <li>• The active fundraising activities of the Park, the implementation of tourism services allow to annually increase the amount of the institution's own financial resources for the implementation of development projects and additional financial incentives for its staff</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficiency of own funds in the scope of the tasks of the Park</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of professional opportunities to attract additional funds for the implementation of activities for conservation and interpretation of natural and cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Activation of fundraising activities, implementation of joint projects with large enterprises within the framework of corporate and social responsibility programs;</li> <li>• The increase in the volume of own funds from the sale of tourism services, the decrease in the seasonality of income</li> </ul>





# 6

## NOMINATED PROPERTY MANAGEMENT STRATEGY FOR 2021-2027

**6.1** VISION, STRATEGIC AIMS, AND OBJECTIVES OF THE MANAGEMENT PLAN

**6.2.** AIM 1. CONSERVATION OF THE POTENTIAL OUV OF THE TESTAMENT OF KENOZERO LAKE CULTURAL LANDSCAPE NOMINATED PROPERTY

**6.2.1** Conservation and Management of the Cultural Landscape of the Nominated Property Action Plan

**6.2.2.** Safety and Protection of the Nominated Property and its Buffer Zone Action Plan

**6.2.3** Conservation and Study of Natural Complexes of the Nominated Property and its Buffer Zone Action Plan

**6.2.4.** Conservation of the Cultural Heritage of the Nominated Property and its Buffer Zone Action Plan

**6.3.** AIM 2. SUSTAINABLE DEVELOPMENT OF THE TERRITORY OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

**6.3.1.** Kenozero. Russia is Here! Development of Sustainable Tourism on the Territory of the Nominated Property and its Buffer Zone Action Plan

**6.3.2.** Achievement of Public Consensus and Social and Economic Development of the Territory of the Nominated Property and its Buffer Zone Action Plan

**6.4.** AIM 3. IMPROVEMENT OF SOCIAL AND CULTURAL SIGNIFICANCE OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

**6.4.1** Promotion and Creation of a Positive Image of the Nominated Property and its Buffer Zone Action Plan

**6.4.2.** Environmental education activities of the Park Action Plan

**6.4.3.** Development of Volunteering in the Nominated Property and its Buffer Zone Action Plan

**6.5. MONITORING, EVALUATION, AND RESOURCE PROVISION FOR THE IMPLEMENTATION OF THE MANAGEMENT PLAN**

**6.5.1.** Evaluation of the Effectiveness of the Management Plan

**6.5.2.** Monitoring and Quality Control of the Implementation of the Management Plan

**6.5.3.** Human Resources Development for the Effective Management of the Nominated Property and Its Buffer Zone

**6.5.4.** Funding

## 6.1. VISION, STRATEGIC AIMS, AND OBJECTIVES OF THE MANAGEMENT PLAN

The effective conservation and sustainable development of the Testament of Kenozero Lake Cultural Landscape and its buffer zone (Kenozersky Biosphere Reserve and Kenozero National Park) are ensured by the clear understanding by all stakeholders on how we want to see the property on a medium- and long-term basis.

### IMAGE OF THE FUTURE - VISION 2030:

- The unity of nature, culture, and man is the understanding that the key value of the Testament of Lake Kenozero lies in the balanced and harmonious coexistence of man and nature, the mutual influence and interpenetration of nature and culture. The embodiment of this unity is the Northern European peasant cultural landscape with monuments of wooden architecture, which has preserved living cultural traditions, archaic forms of folk art, traditional nature management on its territory. These are the main objects of protection and the basis for sustainable development today and in the future.
- Save, conserve and present, this provision determines the priority of heritage conservation over its use based on the full range of legal and managerial instruments.
- Beautiful landscape and beautiful economy reflect the need to encourage and support such types of economic and social activities that are in line with the aims and objectives of the nominated property. At the same time, we recognize that the valuable cultural landscape, biological diversity, and cultural heritage could be preserved and protected only if the local economy develops, based on sustainable tourism.
- The culture of participation is the principle of the co-participating partnership of all stakeholders to address issues of conservation and sustainable development of the nominated property and its buffer zone, the common understanding of its potential OUV at the national and international level. At the same time, the key stakeholder is the local community, as the key actor of all social, cultural, and economic processes.

Vision 2030 has become the guiding principle in determining the strategic aims and objectives of the Management Plan for the next seven years. The following nine comprehensive thematic programs (strategic objectives) with specific action plans and monitoring indicators were developed to achieve them.

STRATEGIC AIMS	OBJECTIVES/PROGRAMS
<b>Aim 1.</b> Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property	<ul style="list-style-type: none"><li>• To conserve the dynamic sustainability and integrity of the Testament of Kenozero Lake Cultural Landscape</li></ul> <b>Action Plan 1.</b> Conservation and management of the cultural landscape of the nominated property
	<ul style="list-style-type: none"><li>• To create an effective safety and protection system for the natural and cultural heritage of the nominated property</li></ul> <b>Action Plan 2.</b> Safety and protection of the nominated property and its buffer zone
	<ul style="list-style-type: none"><li>• To conserve the natural heritage (natural complexes, unique and representative cultural areas and sites) of the nominated property and its buffer zones</li></ul>

**Action Plan 3.** Conservation and study of natural complexes of the nominated property and its buffer zone

- To ensure the comprehensive approach to the conservation of cultural heritage in its integrity as the key element of the cultural landscape of the nominated property based on the principles of territorial protection of the living heritage

**Action Plan 4.** Conservation of the cultural heritage of the nominated property and its buffer zone

**Aim 2.** Sustainable development of the territory of the nominated property and its buffer zone

- To establish and improve tourism, environmental, educational, and other infrastructure of the nominated property and its buffer zone, to improve the marketing activities for enhancing the social and economic significance of the natural and cultural heritage of Kenozero

**Action Plan 5.** Kenozero. Russia is here! Development of sustainable tourism on the territory of the nominated property and its buffer zone

- To create conditions for the sustainable social and economic development of the territory of the nominated property and its buffer zone and to achieve the public consent on the principles of priority of heritage conservation over and co-participating partnership

**Action Plan 6.** Achievement of public consensus and social and economic development of the territory of the nominated property and its buffer zone

**Aim 3.** Improvement of social and cultural significance of the nominated property and its buffer zone

- To promote the nominated property and create its positive image to achieve a common understanding of its potential OUV at the national and global levels

**Action Plan 7.** Promotion and creation of a positive image of the nominated property and its buffer zone

- To foster a responsible attitude to the natural and cultural heritage and to develop civic engagement among children and youth through the system of interrelated activities

**Action Plan 8.** Environmental education activities of the Park

- To create the conditions for the participation of volunteers in the conservation of the potential OUV of the nominated property, as well as in activities for the sustainable development of the territory of the nominated property and its buffer zone

**Action Plan 9.** Development of volunteering in the nominated property and its buffer zone



## 6.2. AIM 1. CONSERVATION OF THE POTENTIAL OUV OF THE TESTAMENT OF KENOZERO LAKE CULTURAL LANDSCAPE NOMINATED PROPERTY

The conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property is the fundamental aim of the Management Plan. It has priority over other strategic aims and conditions all management actions.

### 6.2.1. Conservation and Management of the Cultural Landscape of the Nominated Property Action Plan

The program includes actions aimed to maintain a stable state of conservation of the cultural landscape of the nominated property. The actions planned were developed via the analysis of the real possibilities and development strategy of the Park. Their implementation would be conducted by the Park's staff with the involvement of the local community, volunteers, and other stakeholders.

#### Conservation and Management of the Cultural Landscape of the Nominated Property Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Research Support</b>					
Development of passports for cultural landscape complexes and provision of information storage	Development of the passport structure with the possibility of updating the data.	The structure of the passport is developed.	2021	Research Department	Operational costs
	Information content of passports. Revision of information. Collecting missing information.	The necessary data is the collection for all structural sections of the passports	2021–2027	Research Department	Operational costs
	Approval of passports, their integration into systems of archival storage and server use.	24 passports are developed and approved by the Director of the Park. The passports are assigned with archive numbers. The e-versions of passports are integrated with the Cultural Landscape Complexes of Kenozero GIS	2025–2027	Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Development of the Cultural Landscape Complexes of Kenozero GIS as a basic analytical tool for managerial decision-making	Creation of GIS projects for local cultural landscape complexes.	24 projects of cultural landscape complexes are developed	2021	Research Department	Operational costs
	Creation of layers by objects (current state) within specific projects.	Layers of cultural landscape complexes are created	2021	Research Department	Operational costs
	Creation of the integrated system for storing and using GIS projects.	The integrated system for storing and using GIS projects is developed	2023–2027	Research Department	Operational costs
Development and introduction of the control and monitoring system for cultural landscape complexes and their valuable elements	Indication of remote monitoring sites in GIS, description of boundaries (turning points of polygon boundaries).	Remote monitoring sites are identified	2021–2022	Research Department	Operational costs
	Obtaining and processing satellite images with 10-30 m resolution. Adjusting the images along the boundaries of monitoring polygons. Semi-automatic classification of synthesized images. Vectorization of images by types and categories of land.	The algorithm of classification of satellite images by types and categories of land is developed	2021–2027	Research Department	Operational costs
	Laying permanent sites for episodic local large-scale aerial photography with quadcopter with the specified coordinates of the angular points of the polygons shot for subsequent documentation. Conducting aerial photography using a quadcopter at permanent monitoring sites. Image	Areas of constant monitoring using a quadcopter are laid. Monitoring is executed. Orthophotoplanes and their digital models are created in GIS.	2021–2027	Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	processing using software and the creation of orthophotoplanes with subsequent processing into digital models.				
	Overlay of GIS layers that reflect the structure of cultural landscape complexes for various historical periods, identification and analysis of changes	Analytical reports on the dynamics of the state of conservation of cultural landscape complexes are regularly prepared.	2021–2027	Research Department	Operational costs
	Creation of an archive of raster images (remote sensing data)	Archive of raster images	2021–2027	Research Department	Operational costs
Computer modeling of spatial structures of cultural landscape complexes	Creation of two- and three-dimensional models of local sections of cultural landscape complexes in GIS using basic and additional modules.	The algorithm for creating two- and three-dimensional models are developed.	2025	Research Department, external professionals	1 100 000 Federal budget
	Creation of a reference landscape reconstruction in GIS for certain historic periods.	GIS reconstruction projects of landscape structures for certain historical periods is prepared	2021–2027	Research Department, external professionals	Operational costs
Development and implementation of the program of applied scientific research of cultural landscape complexes	Preparation of the program of applied scientific research; Involvement of scientific and research institutions in the implementation of research; Organization of expedition;	The program of applied scientific research. Research reports.	2021–2027	Research Department, external professionals	1 200 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Results processing and reports preparation				
	Analysis of the influence of animal husbandry on the development of the cultural landscape.	Research report	2021–2022	Research Department	Operational costs
Development and adjustment of local management plans for cultural landscape complexes	Unification of the structure of the Local Management Plans for cultural landscape complexes. Determination of sites for agricultural, forestry, and other activities, determination of the types and volumes of necessary work, as well as their cost.	Local Management Plans for cultural landscape complexes	2021–2027	Research Department, external professionals	Operational costs
Scientific justification of the planned measures for the conservation of cultural landscape complexes	Preparation of project proposals for the conservation of cultural landscape complexes based on monitoring and change assessment	Annual action plans for the cultural landscape complexes conservation	2021–2027	Research Department	Operational costs
Development of the long-term program for the conservation of cultural landscape complexes.	Development of plans for individual cultural landscape complexes into a single long-term program (for 30 years) for the conservation of the cultural landscape of Kenozero. Classification of long-term risks and scenarios of their sustainable development. Development of	Development of the long-term program for cultural landscape conservation. Integration of the actions of the plan to the daily management of the nominated property.	2025–2027	Research Department, external professionals	Operational costs



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	preventive measures to mitigate the potential adverse impacts.				
<b>2. Execution of the system of special events</b>					
Implementation of special measures for cultural landscape complexes conservation and maintenance	Landscape logging in the centers of cultural landscape complexes. Results monitoring by remote methods.	Regeneration of visual connections between elements of cultural landscape complexes.	2021–2027	Research Department Forestry Service volunteers	1 500 000 Federal budget
	Clearing trees and shrubs vegetation and conservation of fridges and fields at an early stage of overgrowth. Results monitoring by remote methods.	Conservation of the landscape mosaics.	2021–2027	Research Department Forestry Service volunteers	1 000 000 Federal budget
	Clearing the historic routes and roads. Results monitoring by remote methods.	Regeneration of visual connections between elements of cultural landscape complexes.	2021–2027	Research Department, Forestry Service, volunteers	560 000 Federal budget
	Clearing trees and shrubs vegetation of shorelines of lakes. Results monitoring by remote methods.	Regeneration of visual connections between elements of cultural landscape complexes.	2021–2027	Research Department, Forestry Service, volunteers	560 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Landscape logging in areas of derived forests adjacent to open spaces. Results monitoring by remote methods.	Regeneration of visual connections between elements of cultural landscape complexes.	2021–2027	Research Department, Forestry Service, volunteers	1 050 000 Federal budget
	Deforestation of shrubs, landscape logging in areas adjacent to particularly valuable elements of the cultural landscape. Results monitoring by remote methods.	Regeneration of visual connections between elements of cultural landscape complexes.	2021–2027	Research Department, Forestry Service, volunteers	500 000 Federal budget
Involvement of the local community and other stakeholders in cultural landscape complexes conservation	Regular grazing, haymaking, development of stable and productive grass stands in open spaces. Cultivation of traditional agricultural crops in open spaces (under special conditions); Non-aquatic fishing in water reservoirs (under special conditions); Maintaining sections of historic routes and roads; Conservation of traditional settlement structure.	Improvement of agricultural land use. Conservation of the spatial structure of the cultural landscape and traditional settlement structure.	2021–2027	Local Community and other stakeholders	250 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Involvement of volunteers in targeted measures on cultural landscape complexes conservation and maintenance	Organization of volunteering work to conserve and maintain the cultural landscape. Execution of haymaking and clearing of fields from tree and shrub vegetation.	Conservation of the spatial structure of the cultural landscape. Results monitoring and assessment.	2021–2027	Research Department, Development Service, volunteering organizations	500 000 Federal Budget
Execution of special measures supporting the aboriginal breeds of farm animals and their integration to the cultural landscape of the nominated property	Breeding for the preservation of traditional animals of northern aboriginal breeds	The system of animal breeding is developed and implemented to form the collection of animals of aboriginal breeds.	2021–2027	Research Department, Department of Rational Nature Management, Arkhangelsk Scientific Research Institute of Agriculture, external professionals	700 000 Federal Budget, Own Funds
	Equipment of the ECO farm in the village of Morchikhinskaya. Creation of a stable yard in the village of Vershinino.	The ECO farm is equipped with equestrian facilities. The stable yard is built and equipped in the village of Vershinino	2021–2027	Research Department, Department of Rational Nature Management, Department of Construction	Covered in Action Plan 6.3.1

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				and Conservation	
	Purchase of horse-drawn cargo and passenger transport (carts, sleds). The use of aboriginal farm animals in agricultural and other works.	Haymaking and cultivation of fodder crops is executed. The security measures and cargo transportation is introduced using horses of the Mezen breed	2021–2027	Department of Rational Nature Management, Forestry Service, Security Service	300 000 Federal Budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>3. Presentation of the cultural landscape to increase its significance in the international level</b>					
Interpretation of the cultural landscape in environmental trails and tourism routes, additional informational support	Design and laying of sites for the conservation of slash-and-burn agriculture, shift farming, and three-field agriculture with the sowing of traditional crops and haymaking as objects of display. Research on the conservation of the seed fund of indigenous crops. Reconstruction of agricultural implements and labor processes. Determination of the location of plots of shifting and three-field agriculture near existing environmental trails and tourism routes based on archival cartographic data. Preparation of heritage interpretation information with graphic presentation of data, development of design projects, production, and installation of information stands at selected sites.	The studies are conducted to conserve the seed fund of indigenous crops. The exposition sites of slash-and-burn agriculture, shift farming, and three-fields are laid. The seeding of indigenous agricultural crops is executed. Volunteers, the local community, and other stakeholders participate in the conservation works. Interpretation and presentation instruments are developed and introduced.	2021–2027	Research Department, Development Service, Forestry Service, external organizations	1 600 000 Federal Budget, Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Development of the concept, design projects of the exposition on the history of the cultural landscape complexes. Selection of heritage interpretation technologies. Development of design projects, media products with the involvement of experts. Implementation of interpretation and media projects.	Interpretation projects are executed, media programs are introduced, including virtual guided tours, computer simulations, animation, audio guides.	2022–2024	Research Department, Development Service, external professionals	Covered in Action Plan 6.3.1
Awareness-raising of the wide public on potential OUV of the nominated property	Integration with the Awareness-Raising on the Potential OUV of the Nominated Property Action	Awareness of various target groups about Kenozero and its international significance is raised via interaction with the media, information campaigns and media projects, publishing activities and new tourism and education products.	2021–2027	All structural units of the Park	Covered by Action Plan 6.4.1
Promoting the aboriginal breeds of farm animals and their promotion via tourism and environmental education activities	Purchase of a trailer for transporting horses, participation in regional, national, and international exhibitions.	Development of a highly rated herd of Mezen horses in Kenozero	2026	Research Department, Department of Rational Nature Management, Arkhangelsk Scientific Research Institute of Agriculture	1 600 000 Federal Budget, Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Development and implementation of tourism products and educational programs with the participation of indigenous animals on the basis of the ECO farm and the Horse Yard.	At least 5 tourism programs with the participation of indigenous animal breeds are developed and implemented. Equestrian routes are equipped. Educational programs are developed and implemented, including the establishment of the Children Association on the basis of the eco-farm.	2021–2027	Research Department, Development Service, Department of Rational Nature Management	1 200 000 Federal Budget, Own Funds
	Promoting and distribution of indigenous breeds of farm animals in Kenozero and beyond in private households.	Cooperation with the local community, the sale of young animals to private households with a system of benefits for the local community.	2021–2027	Research Department, Development Service, Department of Rational Nature Management	Operational costs
	Information support of the Park's activities for the conservation of aboriginal breeds of farm animals.	Regular preparation of informational materials (including video reports) for the media and social networks, the release of printed promotional products, and popular science publications.	2021–2027	Research Department, Development Service, Department of Rational Nature Management	350 000 Federal Budget

The estimated cost of the Action Plan is 13 970 000 rubles

### 6.2.2. Safety and Protection of the Nominated Property and its Buffer Zone Action Plan

The implementation of the Plan encompasses the execution of the preventive and operational measures to ensure compliance by individuals and legal entities with environmental legislation and requirements established by the Regulations on the Kenozero National Park, aimed at preventing potential adverse impact on the nominated property and its buffer zone.

#### Safety and Protection of the Nominated Property and its Buffer Zone Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Ensuring security in the territory of the nominated property and its buffer zone</b>					
Ensuring legal protection of the territory	Approval of the updated Regulations on the National Park with new functional zoning.	Reduction of anthropogenic load on valuable natural complexes and architectural monuments.	2021	Ministry of Natural Resources,	Operational Costs
	Development and approval of the Regulations on the protection zone of the buffer zone	Expansion of the controlled territory and expansion of the powers of the Security Service to the protected zone	2021–2027	Research Department, Legal Department	
	Development and approval of Forestry Regulations and Forest Development Project for 2021–2030.	Determination of types and volumes of forest use on the basis of the updated regulatory framework in the field of forest relations	2021	Forestry Service, Legal Department, external professionals, Ministry of Natural Resources	300 000 Federal budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Improving the efficiency of the Security Service	Improvement of security methods; Maintenance of existing cordons in working condition in the villages of Filippovskaya, Pershlakhta, Trufanovo, Dumino, Maselga; on the lakes Maloe Pihkozero, Kotechnoe, Lesser, Beloye, Labdozero, Verkhne, Levusozero, Naglimozero, Kekozero, Langozero, on the streams of Krivoy, Tondruchey, Razliva and on the Porma River. Construction of a cordon on Lake Maloe Maimozero.	Improvement of the effectiveness of nature protection, reduction of the number of violations in the territory. Creating the necessary working conditions for the inspection staff.	2021–2027	Security Service, Department of Construction and Conservation	800 000 Federal budget
	Annual conclusion of agreements on cooperation with environmental services and law enforcement agencies.	Improvement of the effectiveness of natural protection via cooperation with the state inspections and law enforcement agencies. Reduction of the number of violations.	2021–2027	Security Service	Operational Costs
	Involvement of seasonal workers (3 people) on duty to strengthen security measures and ensure effective control, including fire-hazardous period.	Improvement of the effectiveness of activities to prevent and suppress violations, fire, and sanitary safety rules in forests.	2021–2027	Key Activities Department	1 029 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Implementation of the integrated remote monitoring system using space sensing data and UAVs with the transmission of video data in realtime, camera traps, and other means of documentation.	Improvement of the effectiveness of activities aimed at preventing and suppressing violations (increasing the controlled area and the number of observed objects)	2022–2027	Security Service, Transport Service, external professionals	150 000 Federal budget
	Advanced training of the inspection staff: training, educational and practical seminars, certifications. Acquisition of the necessary professional skills to get permissions to drive motor vehicles, off-road vehicles, and small vessels	Improvement of the effectiveness of the Security Service	2021–2027	Security Service, Key Activities Department, external professionals	700 000 Federal budget
Improvement of the equipment of the Security Service	Improvement of vehicles: renewal of worn-out and purchase of Taiga Patrol snowmobile (Plesetsk Sector operational group), Patrol amphibious sleds (Plesetsk sector)	Improvement of the effectiveness of the Security Service	2022–2026	Transport Service, Security Service	4 100 000 Federal budget
	Purchase of equipment: 2 UAVs with a thermal imager, 7 GPS navigators, 5 binoculars, 20 camera traps, 30 sets of forest skis, 5 video recorders		2021–2027		3 000 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Purchase of uniform, chevrons, stripes, insignia of state inspectors in accordance with the Regulations on Uniforms	Improvement of the effectiveness of the Security Service	2022–2027		1 316 000 Federal budget
Improvement of the system of preventive measures and crime prevention	Arrangement and marking on the ground of the boundaries of the nominated property and its buffer zone, functional zones, and the protection zone of the Park in accordance with the new functional zoning system and the updated protection zone.	Installation of boundary signs of the territory of the nominated property and its buffer zone, boundary signs of functional zones, boundary signs of the protection zone. Raising awareness of the local community about the requirements of the special protection regime of the territory.	2022–2027	Forestry Service	721 000 Federal budget
	Development of public support in order to ensure public control of compliance with environmental legislation by the local community. Career guidance of young people and schoolchildren (school forestry) to work on the territory of the nominated property and its buffer zone.	Involvement of the local community and concerned inhabitants in cultural and natural heritage conservation. Creation of jobs for the local community.	2021–2027	Security Service, Development Service, Key Activities Department	Operational Costs
<b>2. Ensuring fire and sanitary safety in the forests of the nominated property and its buffer zone</b>					
Ensuring fire safety in forests	Development and approval of an annual Forest Fire Extinguishing Plan	Forest Fire Extinguishing Plan is approved by the Ministry of Natural Resources of Russia	2021–2027	Department of Rational Nature Management, Department of	Operational Costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Ministry of Emergency Situations in Archangelsk Oblast, Ministry of Natural Resources	
	Annual fire prevention before and during the fire season	Awareness of the local community and visitors about the rules of fire safety in forests	2021–2027	District Forestries and operational groups	Operational Costs
	Implementation of measures for the fire-fighting arrangement of forests	The following fire-fighting measures are executed: - mineralized strips laid (300 km) - security routes cleared (1,400 km) - installed and repaired barriers – (280 pcs). - installed and repaired fire-fighting stands (50 pcs)	2021–2027	District Forestries and operational groups	2 152 000 Federal budget
	Patrolling of the territory depending on fire hazard classes according to weather conditions	Ensuring fire safety of the territory of the nominated property and its buffer zone	2021–2027	District Forestries and operational groups	Operational Costs
	Purchase of forest fire extinguishing equipment and	The fire-chemical stations and points of fire-fighting equipment are equipped with forest fire extinguishing mean.	2021–2027	Transport Service, District Forestries and	2 100 000 Federal budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	maintenance of fire equipment concentration points			operational groups	
Ensuring sanitary safety in forests	Regular ground-based monitoring of the sanitary condition of forests	Ensuring the control of the sanitary and forest-pathological condition of natural complexes	2021–2027	District Forestries and operational groups	Operational Costs
	Selective observations of pest populations	Prompt response in case of spread of harmful organisms	2021–2027	District Forestries and operational groups	Operational Costs
	Forest pathology assessments by instrumental methods. Desk processing of data. Assessment of the sanitary and forest-pathological condition of forests based on the results of monitoring.	Assessment of the state of conservation of forests. Preparation and approval of the act of forest pathology assessment.	2022–2027	District Forestries, external professionals, Ministry of Natural Resources (approval)	700 000 Federal budget
<b>3. Ensuring environmental safety</b>					
Protection of atmospheric air	Control of emissions of pollutants into the atmosphere 1 time per quarter annually	Implementation of control over 108 sources of emissions from the infrastructure facilities of the institution. Calculation and payment of adverse impact on the environment.	2021–2027	Department of Rational Nature Management	Operational Costs, 14 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Inventory of stationary sources and emissions of harmful (polluting) substances into the atmospheric air	New Inventory of Stationary Sources and Emissions of Harmful (Polluting) Substances into the Atmospheric Air Project is launched in the Kargopol and Plesetsk sectors	2024	Department of Rational Nature Management, external professionals	250 000 Federal budget
Improvement of the hazardous, production, and consumption waste management system	Implementation of control of accumulation of production and consumption waste	Control of 21 types of generated, used, disposed municipal and hazardous waste	2021–2027	Department of Rational Nature Management	Operational Costs
	Introduction of separate waste collection on the territory of the nominated property and its buffer zone with the participation of the local community	The separate waste collection system is effectively operating on the territory of the nominated property and its buffer zone. The volume of separately collected waste from the total volume of waste is 70% by 2027.	2021–2027	Department of Rational Nature Management, Department of Environmental Education	300 000 Federal budget
	Organization of transportation of collected plastic, metal, paper for processing	Contracts are concluded with transporters and receivers of collected plastic, metal, paper for processing	2021–2027	Department of Rational Nature Management	200 000 Federal budget
	Organization of the removal of hazardous waste, production and consumption waste	Contracts are concluded with licensed companies to work with hazardous waste. Contracts are concluded with the Regional Waste Management Operator	2021–2027	Department of Rational Nature Management	Hazardous waste: 560 000 Solid Waste: 1 400 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Inventory of production and consumption waste	New Inventory of Production and Consumption Waste Project	2024–2025	Department of Rational Nature Management, external professionals	300 000 Federal budget
Ensuring environmental safety in the field of subsoil use	Implementation of subsurface use on the basis of a license (valid until 2033) for the use of subsurface resources for the purpose of extracting groundwater for the technical water supply of production facilities	Water quality control (sample analysis). Calculation and payment of water use	2021–2027	Department of Rational Nature Management, external professionals	700 000 Federal budget
Elimination of accumulated environmental damage and mitigation of potential environmental risks	Development of Plans for the prevention and elimination of oil and petroleum product spills	Development of Plans for a new period due to the end of the previous ones	2025	Department of Rational Nature Management, external professionals	150 000 Federal budget
<b>4. Ensuring security and fire safety of architectural monuments and infrastructure</b>					
Ensuring security and fire safety of infrastructure facilities	Improvement of documents regulating the actions of personnel in the event of a fire	The documents on fire safety rules are updated in accordance with PPB 01-03 normative-technical, regulatory and other documents containing fire safety requirements	2021–2027	Key Activities Department, Department of Construction and Conservation	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Systematic training of the staff on fire safety and personnel actions in the event of a fire	Regular briefings and practical exercises are conducted to ensure fire safety and personnel actions in the event of a fire	2021–2027	Key Activities Department	Operational costs
	Improvement of local regulatory documents on fire safety	The local documents on fire safety rules are updated in accordance with PPB 01-03 normative-technical, regulatory and other documents containing fire safety requirements	2021–2027	Key Activities Department	Operational costs
	Training of officials responsible for fire safety	Training in the fire-technical minimum program for managers and staff responsible for fire safety	2021–2027	Key Activities Department	80 000 Federal budget
	Provision of primary fire extinguishing means (fire extinguishers, fire shields) of infrastructure facilities in accordance with Russian legislation	Infrastructure facilities are provided with the necessary amount of primary fire extinguishing equipment (fire extinguishers, fire shields). Replacement or reloading of fire extinguishers, according to the technical data sheet (or operating instructions) is conducted regularly	2021–2027	Department of Construction and Conservation, Transport Service	800 000 Federal budget
	Equipment and organization of professional maintenance of automatic fire protection of buildings and structures	Development of projects and installation of fire protection, warning, and evacuation management systems in case of fire for: Office of the Plesetsk sector, Pogost village;	2022–2027	Department of Construction and Conservation, external professionals	1 800 000 Federal budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Office of the Kargopol sector, Anfalovskaya village; Fisher's Izba Hotel and Exhibition Complex, the village of Morchikhinskaya Post Office, 1786 Building, Arkhangelsk, 78 Embankment of Severnaya Dvina			
		Maintenance of automatic fire protection systems for buildings and structures			400 000 Federal budget
	Maintenance of infrastructure facilities in accordance with fire safety requirements	Provision of infrastructure facilities with fire protection systems in accordance with regulatory requirements	2021–2027	Department of Construction and Conservation, external professionals	100 000 Federal budget Operational costs
Ensuring fire safety of architectural monuments	Equipment and organization of professional maintenance of security systems and automatic fire protection of buildings and structures	Project development and installation of the system (from a solar power plant) of fire protection, fire alarm to the Porzhensky Churchyard	2023	Department of Construction and Conservation, external professionals	2 800 000 Federal budget
		Project development and installation of fire protection, warning and evacuation management systems in case of fire for the Church of the Peter and Paul Church of the Dormition.	2027		
		Maintenance of automatic fire protection systems for buildings and structures	2021–2027		100 000

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Installation of a video surveillance system for the Church of Peter and Paul, Church of the Dormition.	2027		Federal budget
					600 000 Federal budget
	Provision of primary fire extinguishing means (fire extinguishers, fire shields) of architectural monuments in accordance with Russian legislation	Architectural monuments are provided with the necessary amount of fire extinguishing equipment (fire extinguishers, fire shields). Fire extinguishers are replaced or recharged according to the technical data sheet (or operating instructions) of the fire extinguisher	2021–2027	Department of Construction and Conservation, Transport Service	100 000 Federal budget
	Installation of a lightning protection system and other lightning protection equipment	The project is developed, and the lightning protection system is installed at 10 architectural monuments	2022–2027	Department of Construction and Conservation, external professionals	800 000 Federal budget
<b>5. Ensuring the safety of the territory of the nominated property and its buffer zone in emergency situations</b>					
Establishment of a special fund for emergency response	Annual provision (replenishment) of food, material, financial and medical resources	Availability of a reserve, readiness to conduct measures to eliminate emergency situations	2021–2027	Financial Service, Transport Service	1 100 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Improvement of the sustainability of the Park in case of emergency situations	Program training of management staff to work in emergency situations, 1 time in 5 years	Improving the competence and professional level of managers	2021–2027	Key Activities Department	35 000 Federal budget
	Training of the staff to work on localization of emergency situations	Implementation of the plan for conducting theoretical and practical classes for the staff of the institution on emergency situations	2021–2027	Key Activities Department	Operational costs
	Provision of infrastructure facilities with technical security systems	Installation of the video surveillance system (to reduce the risk of emergencies) at the following facilities: Pogost village; Office of the Kargopol sector, Anfalovskaya village; Fisher's Izba Hotel and Exhibition Complex, the village of Morchikhinskaya Inn in the village of Vershinino U Ryapushki Tourist Stop in the village of Khvalinskaya Post Office, 1786 Building, Arkhangelsk, 78 Embankment of Severnaya Dvina	2021–2027	Department of Construction and Conservation, external professionals	800 000 Federal budget
		Installation of the alarm buttons (for notification in case of an emergency) on 10 facilities	2021	Department of Construction	50 000 Federal budget
	Equipping facilities with uninterrupted and stable communication	The purchase of mobile communication amplifiers (2 pcs.) for remote tourism infrastructure facilities would ensure	2021–2027	Transport Service	100 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		timely notification and prompt to prevent or mitigate emergencies.			
	Ensuring protection of water sources and water quality	Reducing the risk of an emergency, preserving people's health and life.	2021–2027	Department of Rational Nature Management	15 000 Federal budget
	Provision of autonomous power supply sources	The purchase of five electric generators would ensure the stable functioning of facilities in case of an emergency and the disconnection of the main power source.	2021–2027	Department of Construction and Conservation, Transport Service	250 000 Federal budget
	Accumulation of respiratory and personal protective equipment	Annual purchase of PPE in order to ensure the protection of human life and health from various toxic substances vaporized in the air as a result of man-made accidents and catastrophes, military and other emergencies.	2021–2027	Key Activities Department	200 000 Federal budget

The estimated cost of the Action Plan is 31 072 000 rubles

### 6.2.3. Conservation and Study of Natural Complexes of the Nominated Property and its Buffer Zone Action Plan

The implementation of the Plan includes the execution of the actions aimed to identify, study, monitor, and preserve the natural values of the nominated property and its buffer zone, maintain the stability of its ecosystems and optimize environmental management of the nominated property and its buffer zone.

Biodiversity is a key concept in environmental discourse. The level of biodiversity is a criterion for the complexity and stability of an ecosystem, determines the viability (survivability) of biota species and their populations. The reasons for the decline in the level of biodiversity are usually habitat disturbance and deterioration of the animal food supply, irrational use of natural resources, as well as the influence of invasive species. In order to prevent damage to biodiversity, it is necessary to apply appropriate restrictive and supportive measures, at the same time considering correctly and adjusting local interests for the conservation of biodiversity at the genetic, species, and ecosystem levels.

Significant changes in the habitat of many species of biota were the result of large-scale deforestation in the north of European Russia. The territory of the nominated property used to be a deforestation zone in the 1960s and 1970s. Over the past 30 years, the area of indigenous forests outside the buffer zone has decreased by an average of 37%. The reclamation works have also had a negative impact on the state of conservation of the natural complexes. To a large extent, the decrease in forest cover affected the change in the hydrological regime of rivers and lakes. As a result of the emergence of new biotopes and changes in the habitat conditions of many taiga species of flora and fauna, their numbers began to fall everywhere. In this light, the protected area of the nominated property and its buffer zone should be considered as a floristic and faunal refugium.

Due to the fact that nature management could affect the biological diversity of the territory and the state of its ecosystems, management decisions must be made on the basis of scientifically sound regulations for permitted types of nature management (fishing, forest management). An important aspect in the development of sustainable nature management on the territory of the nominated property and its buffer zone is the preservation of traditional forms of consumption of natural resources important for the livelihood of the local community.

The recreational use of natural complexes in conditions of active tourism development is also an important type of nature management. In this regard, it is necessary to consider the maximum carrying capacity of natural complexes and tourism infrastructure (the maximum carrying capacity meets the conditions when the biogeocenosis retains its viability and functional stability with no risks of biodiversity reduction).

#### **Conservation and Study of Natural Complexes of the Nominated Property and its Buffer Zone Action Plan**

##### **Action Plan and Monitoring Indicators**



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Conservation of biological and landscape diversity</b>					
Inventory of flora and fauna, valuable natural complexes	Addition and improvement of the annotated lists of species of animals, plants (including aquatic), and fungi. The study of dynamic processes (population, settlement, migration). Inventory of flora and fauna in the wider setting of the nominated property	The annotated lists of biota objects are updated, the analysis of the state of conservation of natural complexes of the nominated property and its buffer zone in comparison with regional indicators is conducted	2021–2027	Research Department, Moscow State University, Botanical Institute of RAS, Federal Research Centre for Complex Studies of Arctic	1 400 000 Federal budget Own funds
	Inventory of the species composition of individual poorly studied invertebrate taxa (insects, arachnids, mollusks).	The annotated lists of poorly studied taxa are compiled and supplemented.	2021–2027	Research Department	Operational costs
	Identification of rare plant species and habitats of rare animal species. Development of measures for their protection.	Additional measures are executed to protect rare species. Reporting.	2021–2027	Research Department	Operational costs
	Identification and assessment of the state of conservation of key (valuable from the point of view of biological diversity) biotopes and populations	The most valuable biotopes for the conservation of biodiversity are identified, scientifically based recommendations for their	2022–2027	Research Department, Moscow State University,	420 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		conservation or restoration are developed. Reporting.		Botanical Institute of RAS	
	Inventory of landscape diversity. Examination of identified natural remarkable places. Identification and study of unique natural complexes, development of measures for their conservation.	The sacred groves, the ship grove near Naglimozero, karst areas in the area of the canyon of the Porzhenka River, cuesta, and speleological objects; forest areas of high conservation value were examined. Reporting	2021–2027	Research Department	Operational costs
	Field surveys, collection of data for the preparation of maps. Development of thematic maps on natural features.	Geomorphological, soil, geobotanical, landscape maps are prepared.	2022–2027	Research Department, Roslesinfog, Institute of Geography of RAS	1 600 000 Federal budget Own funds
Comprehensive monitoring of natural systems and complexes	Collection of materials based on the results of scientific research and scientific monitoring for the design of the Chronicle of Nature with a reflection of the processes of dynamic development of natural complexes.	Annual summary documents are prepared, registering the natural changes and transformations that occurred during the year in natural complexes; summarizing the data of scientific research and monitoring.	2021–2027	Research Department	Operational costs
	Development of an algorithm for the prompt receipt of information about the ongoing changes in the state of conservation of natural ecosystems	The algorithm (principles and procedure) for the rapid transmission of information about	2022–2024	Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		changes in natural complexes is developed and implemented.			
	Compiling a register of threats to the state of conservation of ecosystems. Research of adverse factors, analysis of their impact on biodiversity at all levels. Determination of measures to prevent and mitigate adverse impacts. Monitoring.	The basis is prepared for the selection of observation methods and criteria for laying the network of observation posts, sites, and monitoring routes. A list of environmental risks and threats is compiled with the plan for their prevention and mitigation.	2021-2022	Research Department	Operational costs
	Adaptation of existing methods for monitoring	The choice of approaches to monitoring is improved (laying observation points, monitoring sites, ground monitoring routes), differentiated methods are developed	2021–2022	Research Department	Operational costs
	Laying of remote monitoring polygons (aerial and space). Conducting a large-scale survey using a UAV. Analysis of available high-resolution aerial photographs synthesized spectrosonal and panchromatic satellite images.	The network of polygonal objects is developed to monitor natural and anthropogenic processes. Remote monitoring polygons are laid.	2021–2022	Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Improvement of the equipment accessibility for conducting research and integrated monitoring	Equipping the Research Department with the necessary equipment for conducting field and desk research, monitoring according to the Research Plan: purchase of photo and video recording equipment, PVC boat with motor, all-terrain vehicle on low-pressure tires, communications equipment, field equipment, office equipment, and software for cartographic work, etc.	Research and monitoring plans are implemented in the context of current funding opportunities. Research Department is provided with the necessary equipment.	2021–2027	Research Department, Transport Service	5 900 000 Federal budget Own Funds
Development and implementation of the system of accumulation and storage of scientific information	Maintenance of the state cadaster of natural resources and biodiversity, regular updating of cadastral data.	Cadastral data on biodiversity are updated annually. Changes are made to the Chronicles of Nature	2021–2027	Research Department	Operational costs
	Development of the unified approach and criteria for the unification of the scientific reporting form used in database management systems, GIS, and search engines	The gradual transition is made from the methods of storing scientific reports on paper. The form of incoming information about the location of the studied sites, distribution routes, and routes of movement as well as their attributes are unified. The new data is integrated into the GIS server.	2021–2022	Research Department	Operational costs
	Creation of Biodiversity of Kenozero GIS. Replenishment of the database based on studies of natural complexes and the study of archival data.	Thematic GIS projects containing vector layers of current data, archival cartographic data with geo-referencing are developed.	2022–2026	Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Automation of assessment, control, and analysis of the state of conservation of biota and natural complexes based on monitoring results.	Biodiversity of Kenozero GIS is created with the ability to assess, control and analyze the state of conservation of natural complexes.			
	Creation of updated electronic databases of scientific data on rare and protected species of biota. Certification of rare, unique, and socially significant natural objects and ecosystems, areas of traditional nature management.	Annual registers of data on rare and protected species are developed (indicating the coordinates of dates, observers, availability of photos and videos). The data on rare and unique natural objects, valuable ecosystems are systematized, their protection measures are improved.	2021–2027	Research Department	Operational costs
	Digitization of scientific collections of natural objects.	The scientific collections of natural objects are digitalized.	2022–2023	Research Department, external professionals	100 000 Federal budget
	Integration of databases on natural complexes into database management systems and unified information networks on biodiversity at the national and international level.	Training in the National Unified State Information Network on biological diversity in case of its creation. Development of the European database of the Chronicle of the Nature of Eurasia: Large-Scale Analysis of Changing Ecosystems Projects.	2022–2027	Research Department, external professionals	180 000 Federal budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Publication of the results of natural systems research. Participation of scientific staff in scientific conferences, publication of papers in Russian and international journals on natural science,	Dissemination of the results of studies of natural systems in the scientific community (annually - 2 conferences, 5 publications). A network of professional contacts is developed to exchange knowledge and experience.	2021–2027	Research Department	Operational costs
Involvement of volunteers in natural heritage research in the line of civil science development	Extensive coverage of research plans via the website and other e-resources about the planned research of natural complexes with the possible participation of volunteers on a competitive basis and the need for gratuitous assistance in implementing the inventory and monitoring of natural objects. Organization of works on the study of natural complexes for independent research by volunteers	The number of participants, the number of research reports received by the Scientific Archive	2021–2027	Research Department, volunteers	350 000 Federal budget Own Funds
Development of the system for determining ecosystem functions and evaluating ecosystem services	Study of international and national experience in identifying and evaluating ecosystem functions and services. Application of best practices for the assessment of ecosystems and ecosystem services.	The ecosystem functions are revealed, the assessment of ecosystem services is implemented.	2021–2024	Research Department, Department of Rational Nature Management and Environmental Safety, Wildlife	1 500 000 Federal budget, Extra-budgetary sources

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Conservation Centre	
Interpretation of scientific research data for environmental education purposes	Adaptation of the results of scientific research of natural complexes for environmental educational activities. Participation in the development of thematic expositions, environmental trails, and tourism routes in the context of natural features and maximum carrying capacity	Environmental educational activities are provided with scientific support. Annual summaries on scientific research on the territory of the nominated property and its buffer zone are published. Popular science books, booklets promoting the natural heritage of Kenozero are published.	2022–2027	Research Department. Department of Tourism, Department of Environmental Education, publishers	600 000 Federal budget
	Development of the 3D model of Kenozero with attributive information on biological diversity, geological structure, landscape features of the territory, etc. Development of GIS-biological guided tours on the territory of the nominated property (Education and Environment GIS)	The extended GIS license is purchased, the program is used for environmental education purposes.	2023–2024	Research Department, external professionals	700 000 Federal budget
	Development of the integrated navigation systems for a wide range of users for the purpose of environmental	The use of scientific data in ecological and educational activities.	2023–2025	Research department, external professionals	200 000 Federal budget Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	education and database update in the form of Biodiversity of Kenozero GIS	Providing expositions and a network of tourist routes with up-to-date information content.			
Methodological support for the organization of activities in the field of environmental education and sustainable tourism, with the priority of conserving biological diversity and the sustainability of natural complexes	Selection of optimal methods for determining anthropogenic impact on recreational facilities. Development and implementation of the system for monitoring the recreational digression on existing tourism routes with GIS. Development of proposals for the design of new environmental trails and tourism routes with minimal impact on ecosystems (considering maximum carrying capacity) Assessment of the recreational capacity of routes in the context of conservation of biodiversity and the sustainability of the exposed natural complexes; development of recommendations for increasing the recreational capacity.	The system of observations and impact analysis of recreational load on the exposed natural complexes is developed. Projects of new environmental trails and tourism routes are developed with the calculation of permissible carrying capacity Scientifically based recommendations are developed to increase the recreational capacity of existing routes and facilities.	2021–2027	Research Department. Department of Tourism, Department of Environmental Education, external professionals	300 000 Federal budget
<b>2. Improvement of sustainable environmental management</b>					
Development of long-term environmental management in the context of social,	Analysis of the use of natural resources. Identification of trends that influence various types of nature management. Risk assessment and mitigation measures development.	The prospects for the use of natural resources on the principles of sustainable nature management are determined. The environmental	2022–2025	Department of Rational Nature Management,	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
economic, and natural factors		management strategy is developed.		Research Department, Forestries	
	Forestry activities to meet the needs of the local community and the Park in wood according to the Forestry Regulations and the Forest Development Project.	The local community and institutions are provided with the necessary wood resources harvested on the basis of sustainable forest management.	2021–2027	Forestry Service	Operational costs
	Improvement of the professional level of the staff engaged in forestry.	The professional skills and qualification level of employees engaged in forestry management has improved.	2021–2027	Department of Key Activities	Operational costs
	Development of the system of financial incentives for the staff of the Forestry Service to motivate for high-quality forestry work.	The system of prices for forestry work adapted to the conditions of the Park is developed and introduced.	2021	Financial Service	Operational costs
Rational use of wildlife (terrestrial animals and aquatic biological resources)	Collection and analysis of data on the state of the animal population, population dynamics using GIS. Identification of environmental management factors affecting biological diversity (species invasions, possible overfishing of biological resources) and assessment of their impact on the state of conservation of natural complexes. Development of a scientifically based	The scientifically-based program of biotechnical measures is developed.	2021–2023	Department of Rational Nature Management, Research Department, Forestries	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	program for the improvement of biotechnical measures.				
	Implementation of the program for the improvement of biotechnical measures.	Implementation of activities according to the program. The living conditions of animals and birds is improved, the number of animals has increased.	2021–2027	Department of Rational Nature Management, Research Department, Forestries	1 050 000 Federal budget
	Improvement of the monitoring of the use of wildlife, including hunting resources.	Conservation of animal habitats, reduction of the number of poaching cases.	2021–2027	Department of Rational Nature Management, Security Service	Operational costs
	Inventory of the ichthyofauna in the reservoirs allocated for fishing (scientific fishing on the reservoir; analysis of amateur catches; surveys of the local community).	Data on the quantitative and qualitative composition of the ichthyofauna is obtained, the ichthyological cadaster of reservoirs is compiled (clarified).	2021–2027	Research Department	Operational costs
	Analysis of the state of populations of commercial and protected fish species (scientific fishing on the reservoir during spawning and feeding of commercial fish species; analysis of amateur catches; selection and analysis of representative biological material from commercial populations).	The research program is developed to study the ichthyofauna of reservoirs. Data on the biology of commercial and protected fish species (size-age and reproductive features) are obtained. The estimation of the number and commercial types of each species in dynamics is conducted.	2021–2027	Research Department, Karelian Research Centre of RAS, Federal Research Centre for Complex	1 050 000 Federal budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Studies of Arctic	
	Organization of permanent fisheries monitoring on the reservoirs allocated for amateur and sport fishing.	The program of scientific and fisheries monitoring is developed for each reservoir. The network of ichthyological monitoring stations is established& Representative and comparable data on the status, abundance, and stocks of commercial fish species is obtained and evaluated. The assessment of the intensity of anthropogenic impact on the aquatic biological resources of Kenozero is conducted. The calculation of the possible allowable catch for each commercial fish species is completed.	2021–2027	Research Department, Security Service	Operational costs
	Organization of environmental to ensure the environmental safety of fishing reservoirs: analysis and assessment of the state of conservation of the fish habitat, the establishment of the network of hydrobiological and hydrochemical	Data on the environmental state of the reservoir is obtained: quantitative and qualitative indicators of biogens, petrocarbons, heavy metals, and other indicators for assessing water quality; the species composition	2022–2027	Research Department, Security Service, and external professionals	900 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	monitoring stations in places with increased anthropogenic impact.	and abundance of zooplankton and benthic organisms and fish-indicators of water quality are determined; possible sources of water pollution are identified.			
	Organization of amateur and sport fishing in fishing ponds	Establishment of fishing grounds to organize legitimate amateur fishing by the community with commercial fishing gear.	2021–2027	Department of Rational Nature Management, Security Service, Legal Department, Research Department	Operational costs
	Organization of the protection of the aquatic biological resources (control of compliance with the allocated quotas).	The rational and inexhaustible use of the aquatic biological resources is ensured	2021–2027	Department of Rational Nature Management, Security Service	Operational costs

The estimated cost of the Action Plan is 16 250 000 rubles

#### 6.2.4. Conservation of the Cultural Heritage of the Nominated Property and its Buffer Zone Action Plan

There are extremely few places left in Russia, where the cultural heritage has been preserved in the most comprehensive ways/ The Testament of Kenozero Lake Cultural Landscape is one such place. The uniqueness of Kenozero as an integral spiritual, historical, cultural, and natural complex is explained by the fact that it reflects in a localized and concentrated way the whole living completeness of the space of the cultural tradition of the Russian North.

#### Conservation of the Cultural Heritage of the Nominated Property and its Buffer Zone Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Conservation of architectural monuments and spatial structure of historic settlements</b>					
Development and implementation of the system of accumulation and storage of research information on monuments of religious, industrial, civil architecture	Development and approval of the structure of the passport of the architectural monument with the possibility of updating the data. Information content of passports. Revision of information. Collecting missing information.	The structure of the passport is developed and approved. The information for passports is collected from relevant structural units.	2021–2024	Department of Construction and Conservation, external professionals	Operational costs
	Integration into the archive storage and server use systems. Implementation of automated accounting of architectural monuments (KAISA).	Automated passport accounting (KAISA) is introduced. The information is updated annually.	2021–2027		820 000 Federal Budget
	Development of the Architectural Monuments of Kenozero GIS with thematic layers. Digitization of archival raster cartographic materials with geo-referencing.	The electronic versions of passports are integrated into Architectural Monuments of Kenozero GIS.	2021–2027		Operational costs
	Publication of research results	Publications in Russian and international publications, participation of professionals of the	2021–2027		Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		administration of the nominated property in research conferences.			
Conservation of the historically established traditional settlement structure and its valuable elements	Conducting expeditions on the territory of the nominated property to identify valuable elements of the structure of historical settlements; Identification and documentation of preserved houses, outbuildings owned by the local community; Definition of protective measures and conditions of cooperation with the local community.	Conservation of individual civil buildings and valuable elements of the historic setting that are privately owned through the acquisition of the most valuable elements, financial assistance in the maintenance of the valuable real estate, involvement of the local community in tourism services with the provision of their property for tourist accommodation or exhibition display.	2021–2027	Department of Construction and Conservation	600 000 Own Funds
	Creation of the database for all settlements of the nominated property (layout, buildings, estates, monuments of civil and industrial architecture, etc.) in the Spatial Structure of Historic Settlements GIS	the Spatial Structure of Historic Settlements GIS is developed.	2021–2025	Department of Construction and Conservation, Research Department, Museum Fund	200 000 Federal Budget
	Conservation of the historic environment of villages and regulation of their development. Involvement of the local community in conservation of their cultural heritage. Monitoring the compliance with the Rules of Land-Use and Development.	Awareness-raising of the local community on the necessity to comply with the rules and restrictions established in the Rules of Land-Use and Development for villages via round tables, seminars, publications in print media, and on the Internet.	2021–2023	Department of Construction and Conservation, Forestry Service, Security Service, Development Service	500 000 Federal Budget, Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Conducting historical and cultural expertise and approval by the Government of the Arkhangelsk Oblast of 10 projects for the protection zones of historical and cultural monuments as an effective mechanism for preserving the historical appearance of villages.			
Development of the system of integrated monitoring of the state of conservation of architectural monuments	Monitoring of the state of conservation of the architectural monuments. An annual comprehensive survey of monuments.	The reports are prepared, the work plans are developed to ensure the implementation of the measures for the conservation of architectural monuments.	2021–2027	Department of Construction and Conservation	Operational costs
Improvement of the system of preventive maintenance and regular maintenance of architectural monuments	Maintenance of architectural monuments by regular preventive maintenance of a wide range; Ensuring optimal operating conditions for monuments; Regulation of the internal microclimate of monuments; Timely and thorough care of wooden roofs to increase their service life.	Ensuring long-term protection of architectural monuments from destruction.	2021–2027	Department of Construction and Conservation, volunteers	100 000 Annually Federal Budget, Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Professional development of architectural monuments conservation professionals	Training of carpenters of the Park, the local community in traditional technologies of working with wood in specialized organizations, practical courses for experience exchange, internships in leading museums-reserves and restoration centers. Advanced training of the Park staff in the study, preservation, restoration of monuments through consultations with experts, participation in Russian and international seminars and conferences.	The improvement of the quality of restoration, conservation, and maintenance work. The presence of highly qualified professionals in architectural monuments conservation in the structure of the Park	2021–2027	Department of Construction and Conservation, Museum Fund, external organizations	30 000 Annually Federal Budget, Own Funds
	Organization of expeditions to collect (with documentation and inventory) samples and fragments of blacksmithing and carpentry products, decorative elements of facades and interiors, old tools for practicing skills and methods of wood processing, manufacturing structural and decorative elements of wooden buildings.	The bank of conservation materials and samples of traditional carpentry and blacksmithing products and tools is established.	2021–2027	Department of Construction and Conservation, Museum Fund	Operational costs
Conservation and maintenance of architectural monuments, valuable environmental elements, their	Comprehensive assessment of the state of conservation of the architectural monuments, threats of their loss, determining the order of their conservation and adaptation.	Planning of works aimed at restoring destroyed or strengthening damaged structures and details of architectural monuments, valuable elements with the most accurate conservation and restoration of the appearance of buildings.	2021–2027	Department of Construction and Conservation	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
use for their intended purpose, and adaptation for cultural and educational tourism	Development of scientific and design documentation on architectural monuments; projects of the objects of protection.	17 architectural monuments are provided with documentation. Projects of the objects of protection of 20 architectural monuments are developed.	2021–2027	Department of Construction and Conservation, Museum Fund, external licensed organizations, and professionals	2 030 000 Federal Budget, Own Funds
	Organization and execution of works on priority architectural monuments: conservation, maintenance, and restoration.	The conservation works are executed on 8 architectural monuments; maintenance and restoration works are executed on 15 architectural monuments	2021–2027	Department of Construction and Conservation, Museum Fund, external licensed organizations, and professionals	7 285 000 Federal Budget, Own Funds
	Organization and execution of works on maintenance and adaptation of valuable elements of civil architecture, according to a development project and assessment documentation; maintain old residential buildings and preservation of barns.	The project documentation is developed for the maintenance of 6 old residential buildings, 4 barns; maintenance works are executed on 6 houses; conservation work was executed on 4 barns.	2021–2027	Department of Construction and Conservation, Museum Fund, external licensed organizations and professionals	Project documentation – 1 170 000; conservation – 400 000; maintenance – 38 880 000 Federal Budget, Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Development of maintenance and restoration production base to improve the organization and technology of conservation, restoration, and maintenance works of the entire complex of architectural monuments and infrastructure facilities	The carpentry workshop is built in the village of Morchikhinskaya. The covered warehouse and the platform for drying and storing lumber and materials, including birch bark, moss, samples of old carpentry, and blacksmithing products and tools in the village of Vershinino. The necessary woodworking equipment and tools are purchased.	2021–2024	Department of Construction and Conservation, Transport Service	1 600 000 Federal Budget, Own Funds
	Interaction with educational, volunteering, and public organizations for the study, conservation, promotion of cultural heritage	Building partnerships with educational institutions (architectural universities, UNESCO Chair of the Northern (Arctic) Federal University) via student practices, scientific research, research papers. Building partnerships with volunteering organizations, individual volunteers, via 2 seasons of volunteering camps on architectural monuments maintenance annually (Action Plan 6.4.3)	2021–2027	Department of Construction and Conservation, Development Service	Operational costs
	Creation of the mechanism for stable funding of conservation and restoration of architectural monuments	Preparation of documents and applications for conservation to regional and federal budgets; preparation of documents and	2021–2027	Department of Construction and Conservation	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		applications to various charitable foundations; attraction of extra-budgetary funds for emergency and conservation works			
The estimated cost of the objective implementation is 54 395 000 830 000 rubles					
2. Intangible Cultural Heritage Preservation					
Organization of research work on the preservation of the intangible heritage of Kenozero	Development of the collection of photographs, text, audio, and video recordings of samples of epic poetry, ritual culture, performing arts, traditional crafts identified in Russian research centers, museums, private archives. Systematization of information by topic sections: epic poetry, ritual culture, performing arts, crafts, national cuisine, ethnolinguistics, toponymy. Cooperation with researchers in the field of intangible heritage of Kenozero studies. Organization and execution of folklore and ethnographic expeditions	The Intangible Culture of Kenozero e-database is created and regularly updated via various data sources. The annual preparation of research work on the intangible culture of Kenozero with the participation of external professionals. At least w folklore and ethnographic expeditions are conducted annually.	2021–2027	Research Department, Museum Fund, external professionals	400 000 Federal Budget
Implementation of publishing activities on the intangible heritage of Kenozero	Preparation for the publication of collections, monographs, papers on epic poetry, ritual culture, performing arts, crafts, national cuisine, ethnolinguistics, the toponymy of Kenozero.	The following monographs are published: Unreleased Documents. Kenozersk folklore expeditions of the Moscow State University of the 1950s and 1960s	2022–2027	Research Department, external professionals from Moscow State University, Kizhi Museum-	1 500 000 Federal Budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Ethnolinguistic Dictionary of Kenozero National Shipbuilding of Kenozero Epics of Kenozero (jointly with the Institute of Russian Language and Literature of RAS)		Reserve, Institute of Russian Language and Literature of RAS	
Preservation and ensuring the demand for intangible heritage in the present and future	Development and implementation of ethnographic programs, workshops, events, etc. based on the results of research projects in cooperation with the local community.	For more information, see Action Plans 6.3.1 and 6.3.2	2021–2027	Development Service, Research Department	Operational costs, Federal Budget, Own Funds
The estimated cost of the objective implementation is 1 900 000 rubles					
3. Archaeological sites conservation					
Organization of archaeological expeditions for discovering new sites	Drafting agreements on long-term cooperation with scientific organizations. Preparation of generalizing publication on the archaeological heritage studies of Kenozero. Organization and execution of archaeological expeditions.	Updating the register of newly identified archaeological sites. Publication of at least 10 papers about the archaeological heritage of Kenozero. At least 5 archaeological expeditions are organized by 2027.	2021–2027	Research Department, external professionals from the Museum of anthropology and ethnography of RAS	800 000 Federal Budget
Development of passports of	Preparation of passports of archaeological heritage sites.	At least 5 passports of archaeological sites are prepared.	2021–2027	Research Department,	250 000 Federal Budget



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
archaeological sites within the territory of the nominated property and in its buffer zone				external professionals from the Museum of anthropology and ethnography of RAS	
Creation of the Archaeological sites of Kenozero GIS	Development of the Archaeological Sites of Kenozero GIS, creation of thematic layers including cartographic, illustrative, and textual data. Digitization of archival raster cartographic materials with geo-referencing. Identification of priority areas of archaeological research.	The Archaeological Sites of Kenozero GIS is created.	2021–2027	Research Department, external professionals from the Museum of anthropology and ethnography of RAS	200 000 Federal Budget
Comprehensive protection and monitoring of the state of conservation of archaeological sites	Organization of field surveys of archaeological sites. Preparation of documentation for archaeological sites protection. Preparation of recommendations for the conservation of archaeological heritage sites in the historical landscape. Implementation of practical measures to ensure the protection of archaeological sites.	Conducting comprehensive monitoring of the state of conservation of archaeological sites at least once every 2 years, the monitoring data is stored in the Archaeological Sites of Kenozero GIS. The conservation of archaeological monuments is ensured.	2021–2027	Research Department, external professionals from the Museum of anthropology and ethnography of RAS	500 000 Federal Budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Presentation of the archaeological heritage of Kenozero	Creation of an exposition representing the archaeological heritage of Kenozero in the village of Vershinino in the Lions and Roses Social and Cultural Center.	The scientific justification, concept, and design project of the exposition is prepared. The exposition is equipped and operating.	2023	Research Department, Development Service	Costs are included to Action Plan 6.3.1
			2024		
	Construction of an environmental route to archaeological sites of Kenozero.	The environmental route is equipped via the island of Vilovaty.	2022–2023		420 000 Federal Budget
The estimated cost of the objective implementation is 2 170 000 rubles					
4. Museum objects conservation					
Acquisition of the Museum Fund of the Park	Conducting ethnographic, archaeological, architectural, complex, and other expeditions on the territory of the nominated property in order to collect traditional household, commercial items; archeology finds and worship items; architectural details of religious and civil architecture monuments, replaced as a result of restoration or reconstruction.	By 2027, at least 21 complex and special expeditions are organized and conducted.	2021–2027	Research Department, Department of Construction and Conservation, external professionals	100 000 Federal Budget
	Thematic and continuous collection of movable heritage from the local community with the documentation and inventory of objects.	At least 1,500 items were received by the Museum Fund.	2021–2027	Research Department, Museum Fund	500 000 Federal Budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Scientific studies, accounting, and storage of museum objects	Primary scientific study and description of objects for inclusion in the Museum Fund. Museum objects studies: determination of its name and local name, study and description of the functions and legend, description of catalog data (material and manufacturing technique, dimensions, state of conservation).	At least 1,500 catalog descriptions of objects in the CAMIS program.	2021–2027	Research Department, Museum Fund	50 000 Federal Budget
	Determination of the historical and cultural status of old printed and handwritten publications of the 17th-early 20th century from the Museum Fund in order to include them in the Register of Book Monuments of Federal Significance and in the Regional Code of Book Monuments	Expert opinions were prepared for at least 15 book monuments from the Museum Fund	2022–2025	Museum Fund, external professionals	100 000 Federal Budget
	Organization of meetings to include movable objects of Kenozero in the Museum Fund of the Park. Preparation of minutes of meetings, acts of acceptance of objects for permanent storage. Making handwritten entries in the books of receipts of objects.	Organizing 40 meetings of the stock and procurement commission with the preparation of all necessary documentation.	2021–2027	Research Department, Museum Fund, external professionals	30 000 Federal Budget
	Automation of accounting and stock work. Introduction of up-to-date data into the integrated automated museum information system (CAMIS).	Expansion and timely updating of the e-database of the Museum Fund, optimization of accounting and storage work.	2021–2027	Museum Fund	400 000 Federal Budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Control of temperature and humidity conditions of permanent or temporary storage of museum items (storage, museum, exposition, exhibition halls).	Creation of the most favorable conditions for the storage and display of museum objects. At least 10 temperature and humidity sensors, at least 5 climate systems (humidifiers) are purchased and installed.	2021–2025	Museum Fund	150 000 Federal Budget
	Development of the project for the construction and arrangement of the special depository for Heavens of Kenozero.	Creation of modern storage conditions and the comprehensive presentation of the Museum Fund.	2023	Department of Construction and Conservation, external professionals	Subject to funding 320 000 000 Federal Budget
	Construction and equipment of the special depository for Heavens of Kenozero.		2021–2025		
Conservation and restoration of museum objects of the Park	Monitoring of the state of conservation of museum objects in storage, museums, and expositions of the Park.	Identification of emergency items in need of urgent restoration (at least 300 units by 2027). Development of short and long-term plans for the conservation of emergency items.	2021–2027	Museum Fund	Operational costs
	Organization of the workshop for preventive, conservation, and restoration work	By 2023, the workshop is organized and functioning in the village of Vershinino.	2022–2023	Museum Fund	200 000 Federal Budget
	Conservation and restoration of museum objects.	The number of conserved items has increased, the state of conservation of the Museum Fund is improved: 3 heavens, 5 fragments of heavens, at least 100 icons and other items are conserved	2021–2027	Museum Fund, external professionals	Subject to funding 31 200 000 Federal Budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Presentation of museum objects in complex and thematic museums and expositions, temporary exhibitions, scientific and popular scientific publications, souvenirs and promotional products	Creation of new complex and thematic museums, expositions, and exhibitions	New complex and thematic museums, expositions, and exhibitions are created, the museum collection is presented in new exposition and exhibition spaces (see Action Plan 6.3.1)	2021–2027	Research Department, Museum Fund, external professionals	Operational costs, Federal Budget, Own Funds
	Publication of museum objects in the form of catalogs and papers	At least 7 papers about the Museum Fund of the Park are published.	2021–2027	Museum Fund, external professionals	100 000 Federal Budget
	Presentation of the Museum Fund via the official website kenozero.ru and social networks, the Kenozero newspaper, and other media.	At least 100 posts about the museum objects of Kenozero are published.	2021–2027	Museum Fund, Development Service	Operational costs
	Interpretation of the material culture of Kenozero via souvenirs and promotional products of the Park	The museum collection is promoted via advertising and souvenir products (see Action Plan 6.3.1)	2021–2027	Museum Fund, Development Service	Operational costs, Federal Budget, Own Funds

The estimated cost of the objective implementation is 352 830 000 rubles

The estimated cost of the Action Plan is 411 295 000 rubles



### 6.3. AIM 2. SUSTAINABLE DEVELOPMENT OF THE TERRITORY OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

The integrated sustainable development of the Testament of Kenozero Lake Cultural Landscape nominated property and its buffer zone is based on the principles of sustainability and priority of heritage conservation over its use to unlock the high potential of the territory with the participation of all stakeholders.

#### 6.3.1. Kenozero. Russia is Here! Development of Sustainable Tourism on the Territory of the Nominated Property and its Buffer Zone Action Plan

For the planned period, we plan to implement the further steps to unlock the high potential of the Testament of Kenozero Lake Cultural Landscape nominated property and its buffer zone as a tourist destination of international significance, based on the results already implemented in Kenozero since 1991 for the development of sustainable tourism and the visitor demand growth. The increase in the tourist flow, the increase in competitiveness, and the decrease in the influence of the seasonality factor directly depend on the quality of tourism and environmental education infrastructure, the development of transport accessibility, and the complexity of marketing, social and cultural actions. The Kenozero. Russia is Here! Action Plan aims to develop the road and transport infrastructure, to improve the existing and construction of new environmental education and tourism facilities, to improve tourism activities, including the solution of several personnel tasks.

The actions of the plan are tied to the existing tourism and recreational zoning of the territory and are aimed at improving the quality of research, conservation, and presenting historical, cultural, and natural heritage with tourism tools. The implementation of the plan would increase the investment prospects of the territory of the nominated property and its buffer zone, reduce the payback period for capital and non-capital investments, increase the number of visitors and the amount of the Park's own funds from the sale of tourism services, improve the quality of tourism products of the territory.

#### Kenozero. Russia is Here! Development of Sustainable Tourism on the Territory of the Nominated Property and its Buffer Zone Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Improvement of the existing and construction of the new modern competitive hospitality infrastructure based on local architectural traditions with heritage impact assessments</b>					
Improving the existing tourism and recreational zoning	Analysis of current trends in the development of tourism and social infrastructure in the network of support and peripheral centers,	The proposals are prepared to update the existing tourism and recreational zoning	2021	Development Service, Research Department	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	assessment of the tourist flow, and developing or emerging brands.				
	Approval of the new tourism and recreational zoning	The new tourism and recreational zoning is developed	2021	Development Service	Operational costs
Improvement of the existing tourism and environmental education infrastructure in accordance with the tourism and recreational zoning and needs of visitors	<b>Vershinino Tourist Information Center (Plesetsk Sector of the Park)</b>				
	Hotel at the office of the Plesetsk sector of the Park	The guest rooms for 15 people, public spaces of the hotel are renovated and equipped.	2022	Department of Construction and Conservation, Development Service	360 000 Federal Budget
	Equipment of the Rental Center	The following equipment is purchased for rent by visitors: warm winter clothes, raincoats, rubber boots, bikes, skis, skates, SUP boards, life jackets, tents with accessories	2021–2023	Development Service	360 000 Own Funds
	The Post Chase Inn	The interior is repaired, the re-expositions conducted.	2021	Department of Construction and Conservation, Development Service	800 000 Own Funds
	Laundry in the village of Vershinino	The repair and arrangement of the laundry room is completed	2021	Department of Construction and Conservation	200 000 Own Funds
	Inn	Guest rooms for 28 people, public spaces of the hotel are renovated and equipped.	2026	Department of Construction and Conservation, Development Service	1 360 000 Own Funds
	<b>Lyokshmozero Tourist Information Center (Kargopol Sector of the Park)</b>				

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Ancestral Trail Environmental Route (15 km)	The wooden decking was converted to modern with a metal base (at least 2 km, the information boards are improved), the route is continued to Monastery Island. 1 parking lot is constructed. One boat with a motor is purchased.	2021–2022	Development Service, Forestry Service	600 000 Own Funds Federal budget
	Anthill Trail Environmental Route (2.5 km)	The decking of the route is improved, small architectural forms are installed.	2021	Forestry Service	120 000 Own Funds
	ECO farm	The adjacent territory is equipped: equestrian facilities, small architectural forms are installed, agricultural fields are sown. The attic floors are repaired and insulated, hay storage facilities are constructed, horse-drawn vehicles storage is constructed, interior finishing works are completed.	2021–2023	Department of Construction and Conservation, Forestry Service, Department of Rational Nature Management and Environmental Safety	800 000 Federal budget Own Funds
	Laundry in the village of Morchikhinskaya	The construction and arrangement of the laundry room is completed	2021	Department of Construction and Conservation	250 000 Own Funds
	Ecomuseum in the Visit Center of the Kargopol sector	The thematic and exposition plan, design project, media content is developed, exposition and media equipment is purchased, the exposition is installed.	2022–2025	Research Department, Development Service, external professionals	3 900 000 Own Funds Federal budget
	Trailer Travel Shelter	The interiors are equipped, utilities are arranged, the attic floor is renovated.	2021–2022	Department of Construction and	280 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Conservation, Development Service	
	Fisher Izba Hotel	The interiors are equipped, the exhibition spaces are re-exposed. The windows are replaced.	2021–2022	Development Service	490 000 Own Funds
	Needlework Izba Information Center	The local sewage treatment system is installed, bathrooms are re-equipped, the heating system is installed, engineering communications are constructed.	2024	Department of Construction and Conservation	1 210 000 Own Funds
	Equipment of the Rental Center	The following equipment is purchased for rent by visitors: warm winter clothes, raincoats, rubber boots, bikes, skis, skates, SUP boards, life jackets, tents with accessories	2021–2023	Development Service	360 000 Own Funds
	Visit center of the Kargopol sector of the Park	The shower room is arranged on the first floor.	2021	Department of Construction and Conservation	320 000 Own Funds
	<b>Kenozero Ark Tourist Information Center (Arkhangelsk city)</b>				
	Ecocenter in the Park's Visitor Center	The thematic and exposition plan, the design project, media content is developed, the exposition and media equipment are purchased, and the exposition is installed.	2023–2024	Research Department, Department of Construction and Conservation, Development Service	2 900 000 Federal budget
	Conference hall in the Park's Visitor Center	The design project is developed, the exhibition and media equipment, furniture is purchased,	2024	Department of Construction and	2 300 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		some repairs are made, and engineering and technical communications are constructed.		Conservation, Development Service	
<b>Guzhovskiy Portage Peripheral Recreation Center (Kargopol Sector of the Park)</b>					
	The Trail of Reflection Environmental Route (2.4 km)	The trail is equipped for people with disabilities, including wide decking on metal bases, the bridge is repaired, stands with Braille font are installed, specialized toilets for people with disabilities.	2022–2023	Development Service, Forestry Service	1 150 000 Own Funds Federal Budget
	The Northern Equator Trail Environmental Route (18 km)	The small architectural forms and art objects, safe environment equipment, information boards are installed arranged, the cultural landscape is cleared. One parking lot is constructed.	2022–2023	Development Service, Forestry Service	420 000 Own Funds Federal budget
	The System of Five Lakes Trail Environmental Route (12 km)	There is a pedestrian part of the trail (5 km), where decking, signs, information boards are installed. The trail part with equestrian equipment is installed. 2 berths are repaired.	2021–2022	Development Service, Forestry Service	270 000 Federal budget
	The headquarters of the Children Environmental Camp of Kenozero	The major repairs are conducted, the interior and the surrounding area are equipped.	2022–2023	Department of Construction and Conservation, Development Service	4 150 000 Federal budget
	The kitchen-dining room of the Children Environmental Camp of Kenozero	The repair and improvement of equipment are completed, the interiors are equipped.	2023–2024	Department of Construction and Conservation, Development Service	930 000 Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Conference Hall of the Children Environmental Camp of Kenozero	The major repairs are conducted, the interior and the surrounding area are equipped.	2024–2025	Department of Construction and Conservation, Development Service	3 260 000 Federal budget
	Pervushin Manor Village Hospitality Center	The design project is developed, and the house and the surrounding area are equipped, the bathhouse is constructed. The parking is arranged.	2024–2025	Department of Construction and Conservation, Development Service	3 200 000 Own Funds Federal budget
	Kenozersky Biryulki Architectural Park Open-Air Exposition	The wooden pavements are arranged, the information boards are updated, new small architectural forms are installed.	2021–2027	Department of Construction and Conservation, Development Service	400 000 Own Funds
	Like Grandma's Village Hospitality Center	The repair works on the roof are completed; new small architectural forms are installed.	2024	Department of Construction and Conservation	520 000 Own Funds
<b>Pochozero peripheral recreation center (Plesetsk sector)</b>					
	Novozhilov House Forestry Security House with guest rooms	The exposition and guest part and the adjacent territory are equipped. One bathhouse is constructed.	2023–2024	Department of Construction and Conservation, Development Service	1 450 000 Federal budget
	House of Kraskov Guesthouse	The maintenance is completed; new small architectural forms are installed; local sewage treatment system is installed; bathrooms are repaired, engineering communications are installed. One laundry room is constructed.	2021	Department of Construction and Conservation	500 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Forester's Cordon Campsite	Maintenance and landscaping are completed.	2021–2025	Department of Construction and Conservation	1 230 000 Own Funds
	<b>Where I was born, there is Jerusalem Peripheral Recreation Center (Plesetsk Sector)</b>				
	House of Miller Abramov Information Center	The design project is developed; the Storytellers of Kenozero exposition is created; the Village Hospitality Center is equipped; one sauna is built. One berth is arranged.	2021–2023	Research Department, Department of Construction and Conservation, Development Service	900 000 Own Funds Federal budget
	Boloznev House Information Center	The exhibition space in the house is developed. The facility is connected to the central power supply. Re-exposition is completed.	2021	Research Department, Development Service	30 000 Own Funds
	Zekhnova Mill Exhibition		2025–2027	Research Department	590 000 Federal budget
	<b>Peasant Mood Peripheral Recreational Center (Plesetsk Sector)</b>				
	Saydin House Village Hospitality Center	The design project is developed, and the Village Hospitality Center is equipped. The bathhouse is constructed.	2027	Research Department, Department of Construction and Conservation, Development Service	1 500 000 Own Funds Federal budget
	Guest House in Gorbachikha village	The architectural project is developed, major repairs are made, the guest house is equipped.	2023–2024	Department of Construction and Conservation, Development Service	2 100 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Small Marine Practices of Kenozero Information and Educational Center at the Martynov House-Estate Old Peasant House	The design project is developed, and the Center is arranged. One sauna and the necessary technical facilities are constructed.	2025–2026	Research Department, Department of Construction and Conservation, Development Service	2 200 000 Federal budget
	Small Marine Practices of Kenozero Information and Educational Center at the House of Zuev Old Peasant House	The design project is developed, and the Center is arranged. The necessary technical facilities are built.	2027	Research Department, Department of Construction and Conservation, Development Service	1 100 000 Own Funds
	<b>Kitezh of Kenozero Peripheral Recreational Center (Plesetsk Sector)</b>				
	Trans Kenozero Trail Environmental Route (32 km)	The decking is repaired, additional signs and information stands are installed, 2 tourist stands are installed, and an information and exhibition space is constructed in the village of Dumino. 2 cordons are repaired and improved in the village of Dumino, two boats with motors are purchased, machinery and equipment are purchased for the conservation and maintenance of Porzhenskoe cultural landscape complex.	2023–2027	Forestry Service, Department of Construction and Conservation, Development Service	2 700 000 Own Funds Federal budget
	<b>Orlova Gora Peripheral Recreational Center (Kargopol Sector)</b>				
	Okhotnichya Zaimka Tourism Station	The major repairs of houses, small architectural forms are completed, the interior of houses is improved.	2023–2024	Forestry Service, Department of Construction and	200 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Conservation, Development Service	
	The Trail of the Elder Cyril Environmental Route (42,2 km)	The Serogon Base exposition space is equipped, the missing decking is replaced in wetland area. One parking lot is constructed.	2022	Forestry Service, Research Department	160 000 Own Funds Federal Budget
	<b>Artisan Kenozero Ethnoeducation Center (Pocha and Ust-Pocha Settlements)</b>				
	Handicraft Farmstead Crafts Center	The repair of facades and roofs is completed. The re-exposition is developed and installed.	2022	Department of Construction and Conservation, Development Service	860 000 Own Funds
	Carpentry Workshop in the village of Ust-Pocha	The major repair works are conducted in the building, the heating system is repaired. The woodworking machines are purchased.	2022–2023	Department of Construction and Conservation	850 000 Own Funds
	Lyapachikha Information Center and Lyapachikha Guest House	The building is repaired, the interiors and the surrounding area are equipped with small architectural forms.	2021	Department of Construction and Conservation, Development Service	380 000 Own Funds
	Pocha-Budylgino. Forests and Destinies Trails Environmental Route (6 km)	The continuation of the route in the direction of the village of Budylgino is arranged, the route from the village of Bulygino to the village of Pocha through a former watermill is arranged. The decking is arranged, signs, information stands, and places for short-term rest are installed.	2023	Forestry Service, Development Service	390 000 Federal Budget Own Funds
	<b>Vershinino Tourist Information Center (Plesetsk Sector of the Park)</b>				

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Construction of new modern tourism, environmental and educational infrastructure in accordance with the tourism and recreational zoning and needs of visitors	Centaur Traces Trail Environmental Route (4 km)	The environmental route project is developed, information boards are prepared, the route is cleared and arranged, information stands and navigation along the trail are installed.	2022–2023	Research Department, Forestry Service, Development Service	1 400 000 Federal Budget
	Lions and Roses Social and Cultural Center	The design project of public and exhibition spaces are developed, exhibition equipment and furniture are purchased and installed.	2023–2024	Research Department, Department of Construction and Conservation, Development Service	4 300 000 Federal Budget Own Funds
	Horse Yard in the Village of Vershinino	The architectural project, design, and project documentation is developed, construction is completed, the premises and the adjacent territory are landscaped, the hay storage is constructed.	2023–2026	Department of Construction and Conservation, Development Service	5 900 000 Federal Budget Own Funds
	Berth for ships and small fleet	The project documentation is developed, the construction of the berth has started.	2026–2027	Department of Construction and Conservation	2 100 000 Federal budget
	Hotel in the village of Vershinino with full engineering arrangement	The building is purchased, the project documentation is developed. The major repairs are completed, the buildings are equipped and operating as a hotel.	From 2026	Department of Construction and Conservation, Development Service, investors	18 900 000 Own Funds
<b>Lyokshmozero Tourist Information Center (Kargopol Sector of the Park)</b>					



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Trail with Fire and an Axe Environmental Route (2 km): historic reconstruction of agricultural systems of traditional agricultural space in the European North.	The small architectural forms and art objects, safe environment equipment, information stands are installed. The cultural landscape is cleared. The sowing seeds are purchased, the conservation project devoted to the slash-and-burn agriculture is developed.	2024–2025	Research Department, Forestry Service, Development Service	800 000 Federal budget
	Car camping for 20 cars	The parking is constructed, the toilets, utilities, and electricity supply system are installed, the territory is landscaped.	2022–2023	Department of Construction and Conservation, Development Service	1 700 000 Own Funds
	Museum of One Masterpiece	The project documentation is developed, the building is constructed using renewable energy sources (solar panels). The design project and media content are developed, exposition and media equipment are purchased and installed.	2023–2026	Research Department, Department of Construction and Conservation, Development Service	10 700 000 Federal budget
	Under the Cover of Peter and Paul Exposition dedicated to the spiritual heritage of Lyokshmozero in the Church of St. Peter and Paul (19th century)	The design project and media content are developed, exposition and media equipment are purchased and installed.	2021	Research Department, Department of Construction and Conservation	1 700 000 Federal budget
	Guesthouse in the village of Morchikhinskaya	The architectural project is developed, major repairs are conducted, the design project is developed, and the interior of the building is equipped. One bathhouse is constructed.	2024–2025	Department of Construction and Conservation, Development Service	3 900 000 Federal Budget Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	<b>Guzhovskiy Portage Peripheral Recreation Center (Kargopol Sector of the Park)</b>				
	The Children Environmental Camp Base	The base is constructed and equipped with 6 houses with stove heating. Each house is for 6 people.	2024–2027	Department of Construction and Conservation, Development Service	6 000 000 Own Funds
	Kenozersky Biryulki Architectural Park Open-Air Exposition	The park is enriched with new exposition objects, including the windmill and the twin house from the village of Nemyata.	2022–2025	Research Department, Department of Construction and Conservation, Development Service	1 400 000 Federal Budget
	Once upon a time in Maselga Information Center	The architectural design is improved. The information stands are developed. The Information Center is constructed, and the adjacent infrastructure is built, including the descents to the water, one boathouse, and small architectural forms.	2024–2026	Research Department, Department of Construction and Conservation, Development Service	1 700 000 Own Funds
	<b>Pochozero peripheral recreation center (Plesetsk sector)</b>				
	Forester's Cordon Campsite	Two guest houses and one sauna are built and equipped.	2021–2024	Forestry Service, Department of Construction and Conservation, Development Service	800 000 Own Funds
	Car camping for 20 cars	The parking is constructed, the toilets, utilities, and electricity supply system are installed, the territory is landscaped.	2022–2023	Forestry Service, Department of Construction and	2 200 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
				Conservation, Development Service	
<b>Where I was born, there is Jerusalem Peripheral Recreation Center (Plesetsk Sector)</b>					
	Trail with Villages in a Row Environmental Route (Zekhnova village - Spitsyna village)	The environmental route project is developed, information boards are prepared, the route is cleared and arranged, information stands and navigation along the trail are installed.	2022–2023	Forestry Service, Research Department, Development Service	490 000 Own Funds Federal Budget
	Wise Trail Environmental Route (3 km)	The environmental route project is developed, information boards are prepared, the route is cleared and arranged, information stands and navigation along the trail are installed.	2023–2024	Forestry Service, Research Department, Development Service	330 000 Own Funds Federal Budget
<b>Kitezh of Kenozero Peripheral Recreational Center (Plesetsk Sector)</b>					
	Hard-to-reach Center of the Universe Guest House	The architectural project is developed, the is constructed, and equipped, the territory is landscaped.	c 2027	Department of Construction and Conservation, Development Service	3 200 000 Own Funds
	Big Kenozero Trail (40 km) – Kargopol and Plesetsk Sectors of the Park (Morchikhinskaya village – Makaryevo – Porzhensky churchyard – Morchikhinskaya village)	The route is cleared, new elements of the pedestrian route are installed (decking on wetlands), signs and information stands are installed. 3 parking lots are constructed. One tourist shelter is built on Lake Khergozero, one bridge is constructed on the channel through the Small Porzhenskoe Lake.	c 2027	Research Department, Forestry Service, Department of Construction and Conservation, Development Service	6 595 000 Federal Budget Own Funds
<b>Artisan Kenozero Ethnoeducation Center (Pocha and Ust-Pocha Settlements)</b>					

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Ust-Pocha Log Boom Open-Air Information Center	The design project is improved, information boards are prepared, the Information Center and adjacent infrastructure are constructed, including descents to the water, one boathouse, small architectural forms.	2023–2024	Research Department, Department of Construction and Conservation, Development Service	1 100 000 Own Funds
	Environmental Route to Makaryevo Chapel (2.5 km)	The environmental route project is developed, information boards are prepared, the route is cleared and arranged, information stands and navigation along the trail are installed.	2024–2025	Research Department, Forestry Service, Development Service	480 000 Own Funds, Federal budget

## 2. Increasing the attractiveness of the territory for tourists through the introduction of innovative forms and technologies for the interpretation of cultural and natural, tangible, and intangible heritage in cooperation with the local community and other stakeholders

Creation of the economic opportunities for the preservation and revival of traditional crafts, development of creative industries	The analysis of the existing assortment of souvenirs made by local craftsmen. Identification of promising areas for development.	The audit of souvenir shops is conducted, the long-term plan for the production of souvenirs in cooperation with the local community is developed.	2021	Research Department, Development Service	Operational costs
	Organization of the series of training events for the local community engaged in the production of souvenirs, expert support in the main craft areas.	The cycles of training events are organized for the local community with the involvement of experts in various areas of souvenir production based on local craft traditions and current trends	2021–2027	Research Department, Development Service	50 000 Annually Own Funds
	The organizational, legal, financial, expert support of local craft producers;	The projects are implemented to support and develop local craft producers. The lost and rare crafts are revived by increasing their economic	2021–2027	Research Department, Development Service	100 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	development of entrepreneurial initiatives in this area.	demand (cooperage, boat sewing, blacksmithing, weaving, wood carving)			
	Involvement in cooperation of third-party craftsmen, artists, and designers who create products based on Northern Russian and Kenozero traditions	The mutually beneficial cooperation with representatives of creative industries is organized. The special projects devoted to souvenirs are implemented based on traditional crafts and various techniques.	2021–2027	Research Department, Development Service	From 100 000 to 300 000 Annually Own Funds
	Establishment of new souvenir shops, the attraction of new retail partners to sell products under the Demean and Paraskeva Brand.	At least three new points of souvenir product sale are established. The souvenir products are sold in at least five new points outside the buffer zone of the nominated property.	2021–2027	Research Department, Development Service	500 000 Annually Own Funds
Development of new forms and mechanisms of creative and entrepreneurial activity of the Park and the local community of Kenozero for the preservation and presentation of traditional folk	Development of event tourism and introduction of the new events in cooperation with the local community and other stakeholders.	The event calendar of the Park has expanded by at least seven new events based on traditional folk culture by 2027.	2021–2027	Research Department, Development Service	From 100 000 to 300 000 Annually Own Funds
	Revision and updating of existing basic and thematic tours, development of new tours on various topics and areas, development of an annual calendar of events	The analysis, systematization, and necessary adjustment of existing tours (basic, seasonal, and thematic) are implemented. New one-day and multi-day tours are developed (at least two new ones annually). The annual calendar of tourism events is developed, the measures are	2021–2027	Development Service	80 000 Annually Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
culture as a tourism product	and marketing activities for their promotion and implementation.	implemented to promote and implement them with the involvement of partner travel agencies and travel companies.			
	Introduction of new ethnographic programs in cooperation with the local community; Conceptual rethinking and improvement of existing ethnographic programs.	The number of ethnographic programs increased from 14 in 2019 to 21 in 2027. The number of participants in ethnographic programs increased by 60% by 2027.	2021–2027	Research Department, Development Service	From 100 000 to 200 000 Annually Own Funds
	Introduction of new workshops in cooperation with the local community; conceptual rethinking and improvement of existing workshops	The number of workshops increased from 19 in 2019 to 24 in 2027. The number of participants in workshops increased by 60% by 2027.	2021–2027	Research Department, Development Service	From 50 000 to 100 000 Annually Own Funds
	Support and development of folklore groups on the territory of the nominated property.	4 folklore groups are provided with methodological and organizational support on an ongoing basis.	2021–2027	Development Service	50 000 Annually Own Funds
Improvement of guided tours as an effective tool for interpreting heritage, the	Updating the existing texts of guided tours, additional information support of trails and routes.	At least 15 existing texts of guided tours, are updated and supplemented by the portfolios of guides (3-5 per year). The new information and navigation stands and signs on guided tours are installed (7 routes).	2021–2027	Research Department, Development Service	50 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
introduction of media technologies	Development of texts of guided tours for new routes, trails, museum expositions with storytelling, virtual guided tours, and audio guides.	The methodological manuals, texts of the guided tours are developed, the portfolios of guides are developed for new environmental, educational, and tourism sites (at least 2-3 annually).	2021–2027	Research Department, Development Service	Operational costs
	Development of audio guides on environmental trails and tourism routes on the platform izi.travel.	Every year, at least 2 new mobile audio guides on environmental trails and tourism routes of the Park are developed.	2021–2027	Development Service	Operational costs
	Implementation of systematic work on the training of tour guides among full-time staff, the local community, and attracted professionals	The full-time staff of the Research Department of Development Service of the Park annually master new guided tours in accordance with the annual Work Plan and improve their tour guiding skills. The annual training of tour guides among the local community is implemented with the introduction to the public of the authors of the guided tours. The training events on the methods and technologies of guided tours are held annually.	2021–2027	Research Department, Development Service	30 000 Annually Own Funds
Improving the quality of customer experience in Kenozero by	Improving the skills of customer-oriented Park staff, developing professional competencies	The visitor service standards are developed and introduced in Kenozero.	2021–2022	Development Service, Transport Service, Forestry Service	50 000 Own Funds
		The training events are held annually in various areas of customer service in tourism;	2021–2027		

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
introducing high service standards at all stages of service	in the field of reception and customer service.	Basic techniques of interaction with customers are mastered, business communication skills are developed among the Park staff.	2022		
<b>3. Improvement of transport and engineering infrastructure to increase the accessibility of the territory and increase the tourist flow as well as to reduce the seasonality of tourism</b>					
Development of communication technologies and energy supply of infrastructure facilities, the introduction of renewable energy sources	Connection of the key buildings of administrative, tourism, environmental and educational infrastructure to fiber-optic communication.	10 buildings in the Plesetsk Sector (Vershino village) and 4 buildings in the Kargopol Sector (the village of Morchikhinskaya).	2021–2022	Department of Construction and Conservation	Operational costs
	Improvement of engineering network of the Park's facilities.	The heating system in the Beginning There Was a Word Museum is improved.	2021	Department of Construction and Conservation	250 000
		The heating system in the Postal Inn is improved.	2022		180 000
		The boiler room in the building of the Fire Protection Forest Station in the village of Vershinino is improved, the Lions and Roses Social and Cultural Center are included in the heating system.	2023		1 200 000
		The local sewage treatment systems, engineering networks are installed on the 1,2,3 cordons in the village of Gory.	2024		890 000

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		The heating and water supply system is improved in the Kargopol Sector, the Visitor Center, and Fisher Izba Hotel and Exhibition Complex in the village of Morchikhinskaya.	2023–2024		630 000
	Enlarging the practice of using renewable energy sources.	The 23kV solar power plants are installed at the following facilities: Headquarters of the Children Environmental Camp of Kenozero; Conference Hall of the Children Environmental Camp of Kenozero; street and architectural lighting based on renewable energy sources (solar power plants) in the Kenozero Biryulki Architectural Park Open-Air Exposition; Like Grandma's Village Hospitality Center; residential houses of the Children Environmental Camp Base	2024–2026	Department of Construction and Conservation	3 100 000
		The solar power plant is installed at the Pervushin Manor Village Hospitality Center (Kargopol sector, village of Guzhovo)	2025		400 000
		The mini hydroelectric power station is installed at the Guzhovoskaya watermill (Kargopol Sector)	2024		300 000
Consistent improvement of transport services for visitors of Kenozero	Purchase of equipment	<b>Purchased for Kargopol Sector:</b>		Transport Service, Department of Construction and Conservation, Development Service	
		PAZ Vektor Bus	2021		4 000 000
		Peugeot Traveler for passenger transportation	2025		3 000 000
		Snowmobile Lynx, 2 items for winter guided tours	2021–2024		1 600 000
					1 600 000

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		UAZ 390945 for carriage of goods	2022		1 000 000
		Snowmobile Buran 1 item for maintenance works and passenger transportation	2023		430 000
		Trailer for maintenance work	2021		60 000
		Metelitsa Sleigh, 2 items, for winter guided tours	2021 2024		80 000 80 000
		UAZ Patriot Car	2023		1 000 000
		<b>Purchased for Plesetsk Sector:</b>			
		Peugeot Traveler for passenger transportation	2022		3 000 000
		Snowmobile Lynx, 2 items for winter guided tours	2021 2024		1 600 000 1 600 000
		Snowmobile Buran 1 item for maintenance works and passenger transportation	2022		430 000
		Rotor Mower for cultural heritage conservation and maintenance	2025		200 000
		Baler ПРФ for cultural heritage conservation and maintenance	2025		500 000
		Rakes ГБК-6М for cultural heritage conservation and maintenance	2025		110 000
		Harrow for cultural heritage conservation and maintenance	2025		65 000
		Metelitsa Sleigh, 2 items, for winter guided tours	2021 2024		80 000 80 000



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Passenger Boat KC-110-32A (30 seats) for water tour guides	2023		19 000 000
		Passenger Boat KC-100 (10 seats) Fireboat, carriage of goods	2027		15 000 000
	Improvement of the level of service in passenger transportation, the introduction of the Recommended by the Park Quality Mark in this segment of travel services.	The training on passenger service are held annually. The Quality Mark is introduced for third-party passenger transportation companies.	2021–2027	Development Service	Operational Costs
			2023		
Development of transport communication and road infrastructure	Organization of interaction with federal, regional, and municipal executive authorities on issues of improving and maintaining road infrastructure on the territory of the nominated property, its buffer zone, and wider setting, and on issues of scheduled passenger transportation.	Traffic signs to the nominated property from federal and regional roads are installed.	2021	Federal, regional and local authorities, Transport Service, Development Service	Federal Budget (Safe and High-Quality Roads National Project; Complex Development of Rural Areas State Program; Ecology National Project)
		The maintenance of access roads to the buffer zone is conducted.	2021–2027		
		The number of passenger bus flights to settlements within the boundaries of the nominated property and its buffer zone has increased.	2024		

**4. The development of new markets for the sale of tourist products and the increase in the profitability of tourism as a leading branch of the economy on the territory of the nominated property and its buffer zone**

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Promotion of social fashion for visiting the nominated property via development and implementation of a marketing strategy for the sale of goods and services	Development of new channels for the dissemination of information about recreation opportunities in Kenozero via social media; enhanced information coverage	The consistent development of social networks of the Park, representing the tourist opportunities of the territory; the increase in the audience from 16,000 subscribers and average coverage from 8-10 000 views to 50,000 subscribers and 30,000 views, respectively, by 2027.	2021–2027	Development Service	From 50 000 to 200 000 Annually Own Funds
		Media projects with opinion leaders and influencers.	2021–2027		
		Cooperation with the media in the field of sustainable environmental tourism development.	2021–2027		
	Informing and motivating existing and attracting new partners promoting and selling tourism services and goods of the Park	The cooperation with travel agencies and tour operators are developing, new partners are attracted: regional tour operators from 18 companies to 22 companies in 2027; tour operators from the central regions of Russia and abroad from 9 companies to 15 companies in 2027; Business tourism is developing. The number of corporate events increased from 20-25 per year to 50 per year by 2027.	2021–2027	Development Service	Operational costs
	Systematic work on the organization of advertising and information events on the territory of the nominated property to	Press tours, blog tours, promotional tours, and test tours are organized and conducted annually for the media, tour operators, partner companies, opinion leaders in the tourism sector.	2021–2027	Development Service	From 50 000 to 100 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	promote its tourism opportunities				
	Development and improvement of the Guests section on the Park's website, information and navigation system on its territory; consistent implementation of all aspects of the brand of the nominated property into the marketing strategy.	The annual development of the website includes modern technologies and trends in design, content, information presentation, and improvement of customer experience for Russian and international audiences. The annual development of the information and navigation system on the territory of the nominated property and its buffer zone focuses on new technologies and trends in design, heritage interpretation, and improvement of customer experience for Russian and international audiences.	2021–2027	Development Service	From 150 000 to 250 000 Annually Own Funds
Improvement of financial and economic activities in the field of sustainable (environmental) tourism development	Economic analysis of all aspects of tourism activity, economic planning of activities for the development of sustainable (environmental) tourism	The monthly analysis of all economic indicators for the development of tourism in dynamics is conducted. The annual assessment of the impact of the tourism development activities on the economy of the micro-region in dynamics is conducted for Plesetsk and Kargopol Districts. The price list for paid services is evaluated and updated annually. The economic indicators are assessed for management decisions and annual planning.	2021–2027	Financial and Economical Service, Structural Units	Operational costs

The estimated cost of the Action Plan is 190 695 000 rubles

### 6.3.2. Achievement of Public Consensus and Social and Economic Development of the Territory of the Nominated Property and its Buffer Zone Action Plan

Heritage conservation and sustainable development of rural settlements on the territory of the nominated property and its buffer zone is possible in case of consolidation of efforts of all stakeholders, including state and municipal authorities, the management body of the nominated property, various economic entities, public associations, and the local community. The Action Plan encompasses the activities focused on the local economy, public consent, and improvement of the social and engineering infrastructure of rural settlements within the boundaries of the nominated property and its buffer zone.

#### Achievement of Public Consensus and Social and Economic Development of the Territory of the Nominated Property and its Buffer Zone Action Plan Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Support of the open dialogue and public consent on the sustainable development of the nominated property and its buffer zone</b>					
Diversification and development of communication channels with stakeholders and the local community (passive dialogue)	Kenozero Newspaper publication	Kenozero Newspaper is published 2 times a year and is distributed to all residents of the nominated property and its buffer zone (999 copies). The newspaper has a growing number of information about the local community and analytical articles about current events, issues, changes in legislation in the local context.	2021–2027	Development Service	150 000 Annually Federal budget
	The use of local and regional media as an additional communication channel	The important events in the life of Kenozero are covered in regional, media, including TV channels (GTRK Pomorye and Region29). The information about Kenozero is regularly published in local media under a separate heading devoted to the news on the nominated property and its buffer zone.	2021–2027	Development Service	Operational costs
	Creation of the information platform for the local community	There is an information resource where news, methodologies, recommendations, reviews, webinars are published.	2022	Protected Areas of Russian North Association, Development Service	250 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	The use of information stands, posters, announcements	There is a regular notification on current events, issues, changes in legislation through the use of information platforms of local governments, cultural centers, and schools.	2021–2027	Development Service	Operational costs
	Informing the target audience via social media	The reach of the target audience on external Internet websites and their use as communication channels has increased via targeting tools. The external Internet platforms are used to post relevant information for the target audience.	2021–2027	Development Service	Operational costs
Creating conditions for public discussion and joint planning on the sustainable development of settlements within the boundaries of the nominated property and its buffer zone (active dialogue)	Conducting strategic sessions to develop local sustainable development strategies.	Strategic sessions are held at least once every 2 years for all large settlements on the territory of the nominated property and its buffer zone to develop local sustainable development plans. All stakeholders participate in the sessions. The results of the strategic sessions are used in the implementation of local self-government strategies.	2022, 2024, 2026	Protected Areas of Russian North Association, Development Service	50 000 Once every 2 years Own Funds
	Organization of working meetings, round tables to resolve current issues.	Meetings and round tables are held regularly at least 4 events per year with all stakeholders to resolve current issues. The working groups are established to promptly resolve some issues (construction of infrastructure facilities, organization of joint events, and others).	2021–2027	Protected Areas of Russian North Association, Development Service	50 000 Annually Own Funds
	The Winter Meetings is a key event for enhancing the involvement of stakeholders	The general strategic Winter meeting is held annually for local activists, leaders of public associations, the Park's staff, business representatives, and local governments. The meeting summarizes the results of joint work and provides the ground to discuss future plans.	2021–2027	Protected Areas of Russian North Association, Development Service	200 000 Annually Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
The study of the public opinion and the analysis of the interaction of the Park and the local community as a factor of social and economic development of settlements of the nominated property and its buffer zone via sociological surveys	The analysis of the opinion of the local community and the effectiveness of its interaction with the Park	Once every 5 years, the sociological survey of the local community is conducted with the support of the Northern (Arctic) Federal University) on a wide range of issues of cooperation and neighborhood.	2025	Development Service	80 000 Own Funds
		The opinion of the local community is considered with the application of remote tools in case of significant issues requiring prompt assessment by the local community.	2021–2027	Development Service	Operational costs
2. Promoting the development of civic initiatives of the local community					
Expert and organizational support for the activities of the public associations (NGOs, initiative groups) on the territory of the nominated property and its buffer zone	Analysis of the effectiveness of the activities of public associations on the territory of the nominated property and its buffer zone	The annual analysis of the activities of existing public associations is conducted according to key indicators, including the level of institutionalization, implementation of project activities, sustainability, etc. The action plan for the next year is adjusted in accordance with the results of the analysis.	2021–2027	Protected Areas of Russian North Association, Development Service	Operational costs
	Implementation of activities on the institutional development of local public associations.	The consultations and seminars are organized and conducted for NGOs and initiative groups on the legal aspects of the activities of public associations, the development of effective teamwork skills, interaction	2021–2027	Protected Areas of Russian North Association, Development Service	110 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		with the target audience, authorities, and the business community (at least 4 times a year).			
	Establishment of support centers to support the activities of public associations in Kenozero	There are resource centers (at least 4) in large settlements, where public associations can receive organizational, informational, and expert support. The resource centers are used as platforms for organizing meetings of the local community.	2022–2024	Protected Areas of Russian North Association, Development Service	2 000 000 Own Funds
	Organization of meetings with the representatives of territorial public self-government	The meetings are held once a year for the representatives of territorial public self-government in the form of the festival. At least 50 territorial public self-government of the Arkhangelsk Oblast and other regions participate in the meetings.	2021–2027	Protected Areas of Russian North Association, Development Service, Government of Arkhangelsk Oblast	150 000 Annually Own Funds
Improvement of the culture of participation of the local community in social and cultural events and project activities supporting local settlements development	Organizing a practical seminar on the development of social business projects	Every year, the 10 Steps to a Successful Project Practical Seminar is held, where the representatives of public associations are trained to write and promote their own social business projects for Kenozero. According to the results of the event, the best projects are receiving funding for their implementation from the Park.	2021–2027	Protected Areas of Russian North Association, Development Service, Government of Arkhangelsk Oblast	210 000 Annually Own Funds
	Awareness-raising on the issues of attracting funding for the	The consultations are regularly held for local public associations on participation in grant competitions, development of project applications, and project implementation (at least 4 events). The purpose of the	2021–2027	Protected Areas of Russian North Association,	70 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	implementation of local initiatives	consultations is to achieve the diversification of income sources for the local community.		Development Service	
<b>3. Support of the local economy, creation of alternative sources of income, development of investment prospects, and entrepreneurial culture</b>					
Support of the alternative sources of income for the local community in the industry of rural hospitality, agriculture, handicraft production, and others via expert support and access to start-up capital	Creating opportunities for local craftsmen to sell their products on an ongoing basis.	The opportunity to the sale of souvenir products via the souvenir shops of the Park and third-party organizations, as well as directly to visitors, is provided. The training of local producers to search for alternative channels for the sale of goods, including online channels is organized. The Park supports the sale of products of the local community with its marketing sources.	2021–2027	Development Service	Operational costs
	Creation of the Partners section on the Park's website.	There is a section on Partners on the Park's website, which contains information about the products produced by the local community and the services that they provide. For this purpose, the photo bank of products produced by the local community, tourist accommodation is created, professional descriptions are prepared. This would provide an opportunity for people from other regions interested in purchasing the products of the local community to contact them directly.	2021–2022	Development Service	80 000 Own Funds
	Project seminars on the implementation of entrepreneurial initiatives in Kenozero.	The seminars on the implementation of entrepreneurial initiatives for the local community are held annually. The most developed project ideas receive expert support in implementation (development of a business plan, project management), and promotion.	2021–2027	Development Service	150 000 Annually Own Funds
	Organization of contest for the local community	To improve the quality of services in the field of hospitality, the Masters of Protected Area Hospitality	2021–2023	Development Service	50 000 Annually

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	representatives involved in the hospitality industry	Contest is held. According to the results of the contest, the participants receive the necessary equipment to improve the quality of services (for example, sets of dishes, household appliances, furniture, and others).			Own Funds
	Micro-Loan Fund	The local residents apply to the Micro-loan Fund to receive start-up capital for the implementation of entrepreneurial initiatives on the territory of the nominated property and its buffer zone.	2021–2027	Protected Areas of Russian North Association, Development Service	Budget of the Association
Development of entrepreneurial culture via the local community professional and personal competencies building	The expert support of the local residents engaged in small industries	The consultations and seminars are organized and conducted annually for the local residents engaged in entrepreneurial activities on legal and financial literacy, improvement of the quality and promotion of services and goods sold, development of service culture and cooperation (at least 2 offline and at least 10 online events annually).	2021–2027	Development Service	50 000 Annually Own Funds
	Obtaining new skills and improving techniques for creating products based on the interpretation of heritage.	The local community gains new skills and improves techniques for creating products by participating in workshops held with the involvement of external experts (at least 10 events annually).	2021–2027	Development Service	50 000 Own Funds
	Awareness-raising on the most successful best-practices of cultural heritage interpretation, creation of expositions, support of folklore groups	The internships and exchange of experience are regularly held in order to study successful best practices.	2021–2027	Development Service	70 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Implementation of public-private partnership projects in the field of sustainable tourism on the territory of the nominated property and its buffer zone	Identification of land plots and real estate properties for the placement of tourism infrastructure by partner organizations.	The land plots and, if necessary, real estate properties are identified for the implementation of investment projects in the field of sustainable tourism development with the involvement of private capital in the buffer zone and in the wider setting of the nominated property	2022	Legal Department, Development Service	Operational costs
	Expert, organizational and informational support of public-private partnership projects.	By 2027, at least 1 sustainable tourism development project is implemented or is in the process of implementation under a public-private partnership program	2022–2027	Legal Department, Development Service	Operational costs
<b>4. Support of the development of social and engineering infrastructure in settlements of the nominated property and its buffer zone</b>					
Cooperation with state and municipal authorities on issues of social, economic, and infrastructural development of settlements within the boundaries of the nominated property and in its buffer zone	Development of proposals for improving legislation	Development of proposals for draft territorial planning documents, provision of expert support in the development of territorial planning documents, etc.	2021–2027	Legal Department	Operational costs
	Participation in the activities of working groups and public councils	The Park's staff participate in working groups and public councils under relevant ministries and departments for joint strategic and current planning on social and economic development.	2021–2027	Development Service Legal Department, Research Department, Department of Construction	Operational costs
Support for attracting state and extra-budgetary investments for improvement/constr	Participation in the development of applications and implementation of projects of municipal	The Park and the Protected Areas of the Russian North Association provide expert support in the development of applications and the implementation of projects of municipal authorities and public associations.	2021–2027	Development Service Legal Department, Research Department,	Operational costs



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
uction of social and engineering infrastructure in settlements on the territory of the nominated property and in its buffer zone	authorities and public associations			Department of Construction	
	Participation in grant competitions	The funds for construction and improvement of social and engineering infrastructure is attracted by participating in grant competitions of the Park and the Association	2021–2027	Development Department, Department of Construction	Operational costs
	Attraction sponsorship funds.	The interaction with permanent and potential sponsors is conducted to create and improve social and engineering infrastructure.	2021–2027	Development Department	Operational costs
	Organizing the activities to support infrastructure projects via the implementation of volunteering programs.	The volunteering camps are organized for the implementation of infrastructure projects. An average of 1 volunteer camp is held during the construction season (Section 7.4.3.)	2021–2027	Development Department, Department of Construction	80 000 Annually Own Funds

The estimated cost of the Action Plan is 12 040 000 rubles

#### 6.4. AIM 3. IMPROVEMENT OF SOCIAL AND CULTURAL SIGNIFICANCE OF THE NOMINATED PROPERTY AND ITS BUFFER ZONE

Improvement of the social and cultural significance of the Testament of `Kenozero Lake Cultural Landscape nominated property is necessary to ensure a unified and comprehensive understanding of the potential OUV and its attributes and features at the national and world levels.

##### 6.4.1. Promotion and Creation of a Positive Image of the Nominated Property and its Buffer Zone Action Plan

In order to achieve the third strategic objective of the Management Plan during the planning period, it is necessary to implement the system of actions aimed at promoting and creating a positive image. It is also necessary to introduce such tools for interpreting potential OUV that comply with UNESCO standards. The need for these activities comes from understanding the significance of a positive image of the territory of the nominated property and its buffer zone and their management organization for conservation and sustainable development in the present and future. This targeted positive image representation provides additional values, conditions attractiveness, and emotional attachment to the nominated property and promotes actions aimed at its sustainability, ensuring positive economic and political decisions.

The activities under this action plan cover absolutely all aspects of the Park's activities recorded in the Management Plan. According to accepted international standards, the image of an organization is determined by a combination of external and internal images, communicating the results of its activities. The external image consists of the social image, the image of services, the visual image, and the communication image. The internal image is created by the image of the management organization, the corporate image, and the image of the Park in the eyes of the local community. Their correspondence to each other is the most adequate positive image, which the Park strives to understand and create for the common understanding of the potential OUV of the nominated property at the national and international levels.

##### Promotion and Creation of a Positive Image of the Nominated Property and its Buffer Zone Action Plan

###### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Development of communication channels of the Park with various target audiences at the local, regional, federal and international levels</b>					
Improvement of the Park's website, including English version	Development of the new section of the website with detailed information on the nominated property	By 2022 on the official website of the Park <a href="http://www.kenozero.ru">www.kenozero.ru</a> has a section on the nominated property, its potential OUV, and activities for its conservation and promotion.	2021–2027	Development Service	30 000 Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		The information in the section is updated at least once a quarter.			
	Consistent addition of all sections, timely updating of information.	By 2022, the information content of all sections on the official website of the Park is improved. The information in separate sections are updated regularly (at least 1 time per quarter) The news feed is updated at least 4 times a week in all areas of the Park's activities.	2021–2027	Development Service, all structural units	Operational costs
	Introduction of online services and media products on the official website of the Park.	Improvement of the bot chat on the Park's website (implementation of scripts for answering frequently asked questions).	2021	Development Service	20 000 Federal Budget
		Testing and implementation of the online booking system of tourist stops.	2022		40 000 Own Funds
		Testing and implementation of an online booking system for accommodation.	2023		45 000 Own Funds
		Development and placement on the web-site of virtual interactive tours about the nominated property.	2022–2027		180 000 Own Funds, Federal budget
	Translation of all key pages of the official website into English.	The translation of the key sections of the website into English is completed. The weekly news digest is published in English. The quality of translation is monitored for all sections.	2021–2027	Development Service	40 000 Annually Federal budget

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Development of social networks of the Park for various target audiences	Maintaining groups in social networks (VKontakte and Facebook) with various target audiences. Promotion of visual content, travel products, and events on the Instagram page.	The social networks are updated at least four times a week. The growth of the total number of subscribers is at least 10% annually. The awareness of the target audience about various aspects of the Kenozero heritage and activities is raised.	2021–2027	Development Service	30 000 Annually Own Funds
	Introduction of new forms of interaction with subscribers in social networks (games, polls).	The increase in activity on social media pages is at least 10% annually. The subscribers' involvement in the Park's activities is improved.			
Expansion of the topics of the Park's information products, promotion of various activities of the institution for a wide audience by storytelling	Conducting an online lecture on protected areas with the involvement of the scientific staff of the Park.	Publication of the series of ten lectures in which the scientific staff of the Park via storytelling explain the unique features of Kenozero, as well as results of the recent research, conservation, and sustainable development projects implemented at the nominated property. The planned number of views of each lecture is from 10,000. The total coverage of the lecture series is at least 100,000 views.	2021	Development Service	Operational costs
	Collecting and processing information about the nominated property in storytelling form	Obtaining information from the staff. Publication of the collection in electronic or printed forms.	2022	Development Service	150 000 Own Funds
	The series of interviews with the Park's staff	Publication of short interviews with Park employees about their work. Publication of the	2021	Development Service	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		interviews every 10 days one year for the 30th anniversary of the Park			
	The film about the work of the Park's staff	Publication of a film promoting heritage-related professions on the information platforms of the Park. The planned number of views is at least 10,000 during the year.	2021	Development Service	250 000 Own Funds
	Development and implementation of information projects in various areas of activity.	Implementation of a content plan that includes annual cycles of headings on various areas of activity of the Park employees (interviews, short videos, podcasts, and others)	2022–2027	Development Service	Operational costs
<b>2. Improving the Quality of the Park's Interaction with Information Partners</b>					
Improvement of the interaction with partner media and press services	Updating the mailing list of information on mass media.	Improvement of the list of contacts of partner media and press services for the dissemination of up-to-date information and news about the activities of the Park	2021–2027	Development Service	Operational costs
	Organization of press tours to the territory of the nominated property	The press tours are organized at least once a year. At least 2 original publications from each of the participants of the press tours are published in regional, federal and foreign media.	2021–2027	Development Service	30 000 Federal budget
	Organization of the series of seminars for the Park's staff on interaction with the media	The organization of the training of the staff on the key aspects of interaction with the media. The quality of presentation for media is improved. The staff's presentations in the form of interviews or expert commentary in the media are published at least 2 a year from each department.	2022	Development Service, all structural units	10 000 Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Organization of the seminar on the territory of the nominated property for journalists	The representatives of the district and regional media have an awareness about the nominated property. The common myths about the protected areas are revealed, the frequent mistakes are explained. As a result, the quality of information about the nominated property is improved.	2022	Development Service	40 000 Own Funds
Development of cooperation with opinion leaders in online and offline forms	Invitation of popular bloggers to the nominated property	Organization of bloggers' visits at least 2 a year. Publication of at least 5 posts from each invited participant. As a result, the Russian audience is widely informed about the nominated property and its unique heritage. Sustainable environmental tourism is promoted.	2021–2027	Development Service	30 000 Annually Own Funds
	Application of influencer marketing resources (ordering advertising from popular travel bloggers)	Increase the reach of active subscribers via native advertising.	2021–2027	Development Service	30 000 Own Funds
<b>3. Improvement of the advertising campaign of the Park's services and products</b>					
Segmentation of target audiences and satisfaction of their information needs via functional and emotional content	Ordering professional analytics of the Park's information platforms and recommendations for interaction with the audience.	Identification of target audiences of the Park's information platforms and analysis of audience needs. Development of strategic aims, objectives, methods of communication.	2021	Development Service	40 000 Own Funds
	Creation of the content plan with current dates of events and products offered.	Constant awareness-raising of the potentially interested audience about current seasonal offers, tourist products, and events held on the territory of the nominated property	2021–2027	Development Service	Operational costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Introduction of commercial advertising online and offline	Introduction of functional and emotional content that contributes to meeting the specific needs of the target audience.	The brand awareness is raised, the target audience is attracted to the nominated property. The target audience has a motivation for action and visiting the nominated property.	2021–2027	Development Service	Operational costs
	Implementation of advertising campaigns in social networks at least once a quarter.	The number of subscribers is growing with the increase in coverage (at least 10-15% per year).	2021–2027	Development Service	40 000 Annually
	Introduction of contextual advertising in search engines.	The growth of visitor traffic to the Park's website by 10% annually with a further increase in visitor traffic.	2022–2023	Development Service	30 000 Annually Own Funds
	Participation in the city and regional fairs, exhibitions, and forums.	Participation in at least 2 events annually. Attracting the attention of the general public to the tourist products of the Park. Development of the active dialogue with potential consumers of tourist services of the Park.	2021–2027	Development Service	25 000 Own Funds
	Evaluation of the effectiveness of emotional and functional marketing using audience surveys, the specially organized feedback platform, focus groups.	Identification of the effectiveness of the use of PR tools based on the results of surveys. Improving the quality of the use of tools, eliminating inefficient ways to attract the target audience.	2026	Development Service	80 000 Own Funds
<b>4. Improvement of the Park's corporate identity and design of heritage interpretation in accordance with international best practices and UNESCO requirements</b>					
	The introduction of the World Heritage logo (in case of	All data carriers are updated in accordance with the rules and principles of the use of the World	2022–2027	Development Service	100 000 Annually

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	successful inscription) to branded products and the corporate identity of the organization	Heritage logo, as a consequence, the potential World `heritage status of the nominated property is well-communicated.			Own Funds Federal budget
	Translation of the information used in the products and facilities of the organization in English.	The level of accessibility of information about the nominated property in English is improved.	2021–2027	Development Service	Operational costs
	Introduction of the uniform for staff in accordance with the corporate identity of the organization.	Creation of the positive image of the organization and its holistic perception by different groups.	2022–2024	Development Service	500 000 Federal budget
	Improvement of the Park's brand book.	In accordance with current requirements and trends, the unified style of the Park is improved and applied at all sites, facilities, and media about the Park's activities. The brand awareness is improved.	2022	Development Service	250 000 Own Funds
	Development of the concept and structure of the online shop of the Kenozero	The online shop is created to sell unique goods, souvenirs, products of Kenozero. The products are sold through online sales.	2024	Development Service	30 000 Annually Own Funds

The estimated cost of the Action Plan is 3 820 000 rubles

#### 6.4.2. Environmental education activities of the Park Action Plan

The plan focuses on the development and implementation of the system of environmental and educational activities targeted at various groups, using current forms and methods of educational activities based on the educational environment developed by the Park on the territory of the nominated property and its buffer zone.

##### Environmental education activities of the Park Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Ensuring the sustainable development of the nominated property and its buffer zone through the involvement of children and youth living on its territory and buffer zone to conserve its cultural and natural heritage and to increase its socio-cultural significance</b>					
Educational and Research Center Subprogram implementation	<b>Children Environmental Camps of Kenozero</b>				
	Updating of existing thematic programs with the involvement of the expert community and partner organizations.	High-quality organization of seasons of the camp with relevant topics. The increase in the number of thematic seasons from 2 in 2019 to 4 in 2027.	2021–2027	Department of Environmental Education, Department of Social and Cultural Activities	1 200 000 Annually Federal budget Own Funds
	Modernization of the infrastructure of the children's recreation center.	The center is equipped with places for thematic training sessions and general leisure for children: 4 gazebos, 2 covered fireplaces, 1 basketball court	2021–2024	Department of Environmental Education, Department of Construction and Conservation	220 000 Own Funds
	Regular updating and maintenance of the material and technical base, including technical inventory, camping equipment, technical equipment, modern teaching aids.	The following equipment is purchased: Tents, sleeping bags, mats Hand lights Sports equipment, hammocks Fireplace equipment, guitars Fire pump	2021–2022	Department of Environmental Education	170 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		Themed board games and manuals			
	<b>Friends for Friends Season for Children with Disabilities</b>				
	Implementation of the work with children with disabilities within the framework of the organization of family camps.	The system of organizing seasons for children with disabilities is improved.	2021–2024	Department of Environmental Education, external professionals	Operating costs
	Partial adaptation of the infrastructure for comfortable participation in camps of children with disabilities.	The analysis, systematization, and necessary reconstruction of the infrastructure of the Children Environmental Camps are conducted	2021–2027	Department of Environmental Education, Department of Construction and Conservation	90 000 Own Funds
	<b>Organization of children environmental expeditions</b>				
	Organization of children environmental expeditions	By 2027, at least 5 children's environmental expeditions are organized and conducted annually.	2021–2027	Department of Environmental Education, external professionals	60 000 Annually Own Funds
	Development of thematic expedition routes.	At least 3 expedition programs were developed. The thematic and exposition plan of the main hiking routes were developed.	2021–2027	Department of Environmental Education	Operating costs
	Construction of a rope park on the basis of the Children Environmental Camps of Kenozero ensuring children safety	The design project is developed, the rope park is constructed, and the necessary equipment (safety ropes, ropes, helmets) are purchased.	2025–2026	Department of Environmental Education, Department of Social and Cultural Activities, Department of Construction and Conservation	320 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	<b>Organization of Family Camps</b>				
	Organization of family camps	By 2027, at least q family camp is organized and held annually.	2021–2027	Department of Environmental Education	160 000 Own Funds
	Development of the topics of family camps.	At least five different topics are developed.	2021–2027	Department of Environmental Education	Operating costs
Guardians of Heritage Subprogram Implementation	<b>Children Folklore Groups, Youth Carpentry Courses, Traditional Shipbuilding School, Children Equestrian Club, and other cycles of classes in crafts</b>				
	Updating of existing and development of new training programs.	The analysis, systematization, and necessary adjustment of the programs are conducted	2021–2022	Department of Environmental Education	Operating costs
	Organization of craft practices on a regular basis throughout the year. Development of new craft workshops (blacksmithing, pottery).	The program of children's craft workshops is developed and implemented. The increase in the number of young people interested in traditional crafts and sustainable development of Kenozero. The participation of children in events devoted to traditional crafts has increased.	2021–2027	Department of Environmental Education, Department of Tourism Development	Operating costs
	An increase in the number of self-employed youths participating in the activities of craft workshops.	The products made during the workshops are sold to tourists and the local community (handicrafts); workshops are held, and services are sold.	2021–2027	Department of Environmental Education, Department of Tourism Development	Operating costs
<b>Young Guides School Association of Additional Education</b>					



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Park - school! Subprogram implementation	The analysis of programs and guided tours, research, and implementation of current methodological developments. In-depth study of the history of the native land in an interactive form.	The updating of programs and methodologies of guided tours is conducted. New methodological manuals and texts of guided tours are adapted to the age of participants.	2021–2025	Department of Environmental Education	Operating costs
	Cooperation with experts in the field of tourism and local history. Organization of training and workshops on public speaking and acting on a regular basis.	The cycles of training events are organized for the participants of the association. Each participant of the school is actively involved in tourism activities and is able to independently conduct guided tours for visitors.	2021–2027	Department of Environmental Education, Research Department	30 000 Annually Own Funds
	Development of audio guides on environmental trails and tourist routes on the platform izi.TRAVEL.	The Park has developed and adapted at least 6 guided tours in the offline format on the platform izi.TRAVEL and other mobile platforms.	2021–2027	Department of Environmental Education	12 000 Annually Own Funds
	<b>School Forestry Association of Additional Education</b>				
	Updating and conducting lectures and workshops	The members of the association have a knowledge of the natural and cultural heritage of the Testament of Kenozero Lake Cultural Landscape.	2021–2023	Department of Environmental Education	Operating costs
	Organization of interaction of participants of school forestry with district forestry on the territory of the nominated property	Exchange of experience, expansion of horizons, and spatial thinking. Participation in the practical activities of the Park for the natural heritage	2021–2023	Department of Environmental Education, Forest Service, Security Service	Operating costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		conservation (forestry, biotechnical, conservation measures, and others).			
	Involvement of children in research projects	Regular children's scientific research expeditions to study nature on the territory of the nominated property are organized.	2021–2027	Department of Environmental Education, Research Department	Operating costs
	Career guidance for students	Regular practical classes are held within the framework of the Protected Area Profession program with the involvement of external experts and professionals.	2021–2027	Department of Environmental Education, interested organizations	Operating costs
	Equipment of the school forestry.	The school forestry is equipped with the equipment for field practices, expedition equipment, methodological manuals, branded uniform.	2021–2027	Department of Environmental Education	180 000 Own Funds
	Ensuring the continuous educational process in preschool and school education institutions on the territory of the nominated property in cooperation with the Northern (Arctic) Federal University) on targeted education of children living on the territory of the nominated property and its buffer zone.	The total coverage of children living on the territory of the nominated property and participating in environmental education activities is at least 70% annually.	2021–2027	Department of Environmental Education	Operating costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>2. Development of ecological culture, civic responsibility, and involvement in research and project activities of children and youth of the Arkhangelsk Oblast and other regions of Russia</b>					
Development and implementation of environmental and cultural events and actions, cooperation with public associations	The cycle of environmental events: International March of Parks, Feed the Wintering Birds Russian Campaign, Tit Day Regional Campaign for Placement of Feeders, Bird Trills Regional Holidays within the framework of the International Day of Birds, We are the children of the Earth! City Holiday and others				
	Updating the methodologies for the implementation of new environmental education events	Current event scenarios are developed, the partner network is expanded. The total coverage of the events by 2027 amounted to at least 25,000 participants.	2021–2027	Department of Environmental Education, partner organizations	Operating costs
	Environmental and educational work with the association of student initiative organizations and young workers.	The age category of participants in environmental and cultural events and actions was expanded from 3-18 years in 2020 to 3-35 years in 2023).	2021–2023	Department of Environmental Education	Operating costs
	Development of environmental games and quests for events on the platform izi.TRAVEL.	Mobility of events in any format (online and offline). The online event calendar of environmental events is grown by at least 8 new events by 2027.	2021–2027	Department of Environmental Education	Operating costs
Support of students' research and project activities	<b>Arkhangelsk Regional Contest for Youth Research Works and Projects named after M.V. Lomonosov</b>				
	Development of cooperation with educational institutions in the North-Western Federal District. Agreements with teachers of leading universities of the region	The Lomonosov Contest is held annually on the territory of the North-Western Federal District: the geographical coverage of the Contest is up to 3 regions of the North-Western Federal District in 2027.	2021–2027	Department of Environmental Education, external professionals	350 000 Annually Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	on expert support and consultation of participants of the Contest.				
	Expansion of the age range: the allowed age category of contestants is reduced from 12 to 10 years.	The number of participants increased from 160 in 2019 to 250 in 2027.	2021–2027	Department of Environmental Education	Operating costs
<b>Protected Area Researcher Project for preparation for the Lomonosov Contest</b>					
	Organization of classrooms equipped with the necessary equipment and methodological manuals for writing research papers and conducting scientific and practical experiments and projects	At least 2 training centers for schoolchildren and teachers are organized in the Arkhangelsk Oblast (jointly with the Northern (Arctic) Federal University).	2021–2027	Department of Environmental Education, external professionals	Operating costs
	Implementation of systematic work on the preparation of contest participants, who study in schools on the territory of the nominated property by the staff of the Park	The full-time staff of the research department and Department of Environmental Education of the Park annually prepare at least 3 local schoolchildren to participate in the Lomonosov Contest.	2021–2023	Department of Environmental Education, Research Department	Operating costs
	Methodological support of schools on the territory of the nominated property	3 schools are provided with methodological and organizational support on an ongoing basis.	2021–2027	Department of Environmental Education	Operating costs
Cooperation with educational institutions of various types	Updating and developing of the methodologies on environmental issues for educational and research work with schoolchildren.	The up-to-date methodological base of educational programs is developed and widely distributed, including information about the nominated property.	2021–2027	Department of Environmental Education	Operating costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Seminars for teachers of natural science and history	The regional forum for teachers is organized (every 2 years) jointly with the Arkhangelsk Institute of Open Education.	2021–2027	Department of Environmental Education, external professionals	Operating costs
	Inclusion of the teaching staff in the activities of the Park	The increase of the number of teachers involved in environmental education activities from 150 in 2020 to 250 by 2027. The increase of the number of experts from universities of the Northwestern Federal District from 26 to 50 in 2027.	2021–2027	Department of Environmental Education	Operating costs
	Development of cooperation with the Northern (Arctic) Federal University.	The number of children enrolled in the university and living on the territory of the nominated property has increased from 2 in 2020 to 6 in 2027.	2021–2027	Department of Environmental Education	Operating costs
<b>3. Ensuring public support for the environmental and educational activities</b>					
Development and dissemination of the database of methodologies on environmental and educational orientation online and offline for a wide audience	Developing a separate section on the website kenozero.ru with ready-made methodologies	The section is created on the website kenozero.ru, in which all environmental and educational methodologies are updated and published. The database could be updated by other organizations.	2021–2022	Department of Environmental Education. Development Service	Operating costs
	Development of a mobile application	The mobile application for schoolchildren on the topic of environmental application and separate	2023	Department of Environmental Education	170 000 Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
		waste collection is developed and available for the Android platform.			
Development of new communication tools with different target audiences	Promotion of existing communication platforms based on social networks (Vkontakte and Instagram).	Increase in the number of subscribers of social platforms by 70% by 2023 and by 150% by 2027.	2021–2027	Department of Environmental Education	Operating costs
	Creating an online lecture hall on the YouTube video hosting platform.	Step-by-step translation of the created methodologies into video content. The existing video lectures are updated and supplemented.	2021–2027	Department of Environmental Education	60 000 Own Funds
	Conducting live broadcasts.	Online broadcasts of major environmental and educational events are held annually (at least 3 per year).	2021–2027	Department of Environmental Education	Operating costs
	The issue of a periodical for children named Potomuchka.	The newspaper for schoolchildren with environmental and educational information is published (at least 1 issue per year). The publication is also published online	2024–2027	Department of Environmental Education. Development Service	65 000 Annually Own Funds
Participation in exhibitions, information, and PR projects to promote the Park's activities in the field of environmental	Participation in promotional events on the organization and promotion of children's tourism.	Presentation products of children's tours are prepared. Systematic participation in regional and Russian events to promote children's tourism is organized.	2021–2027	Department of Environmental Education. Development Service	Operating costs
	Organization and participation in exhibition projects.	Annual organization of at least 8-10 exhibition projects together with	2022–2027	Department of Environmental	55 000 Annually Own Funds



MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
education and children's tourism		partners. Total coverage is at least 25,000 people annually		Education. Development Service	
	Development of new interactive methodologies for the presentation of the nominated property to a wide audience.	Application of new technologies in the field of information presentation. Themed board games and cartoons are created. Students are involved in the creation of modern forms of presentation. At least 5 new types of presentation are developed and implemented.	2022–2027	Department of Environmental Education. Development Service, Research Department	90 000 Annually Federal budget
	Conducting environmental education internships for employees of various organizations.	At least 30 people annually participate in internships on environmental education activities	2021–2027	Department of Environmental Education	Operating costs
	Involvement of private companies in the implementation of charitable projects.	The circle of philanthropic partners is expanded. No less than 30 different private companies support the environmental education activities of the Park throughout the year.	2022–2027	Department of Environmental Education. Development Service	Operating costs

The estimated cost of the Action Plan is 8 204 000 rubles

### 6.4.3. Development of Volunteering in the Nominated Property and its Buffer Zone Action Plan

In recent years, the number of young people and organizations participating in volunteering activities to conserve the heritage of the Testament of Kenozero Lake is increasing. At the same time, the indicator of the effectiveness of the volunteering (the qualitative indicators of the results of work) is not as high as the number of volunteers and volunteering projects. Therefore, this Action Plan is representing the program of measures aimed at developing the volunteering movement on the territory of the nominated property and its buffer zone in the context of the already existing system of volunteers' involvement and with the use of advanced methods and technologies.

The priorities of the Development of Volunteering in the Nominated Property and its Buffer Zone Action Plan are the following:

- Environmental component and social significance of implemented projects;
- Safety of volunteers, compliance with the planned dates of the programs, implementation of the work plan, alternation of the work and educational parts;
- Ensuring equal conditions for the implementation of volunteering activities for all categories of participants regardless of their nationality, gender, age, social status, religion and belonging to various social, and professional groups;
- Expansion of interregional and international cooperation in the field of heritage volunteering.

#### Development of Volunteering in the Nominated Property and its Buffer Zone Action Plan

##### Action Plan and Monitoring Indicators

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
<b>1. Improvement of the existing system of interaction with volunteers</b>					
Updating the pool of volunteering projects in the line with the aims and objectives of the Management Plan	Annual planning of volunteering projects in accordance with the Action Plans of the Management Plan	Programs of volunteering camps are developed in various areas of activity with the participation of structural units of the Park.	2021–2027	Development Service, Structural Unit	Operating costs
	Annual analysis of the effectiveness of volunteering projects and programs, qualitative and quantitative indicators of their implementation.	The results of volunteering projects and programs are evaluated, and annual planning is on the basis of up-to-date data.	2021–2027	Development Service, Structural Unit	Operating costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Development of the new algorithm for interaction with volunteers, including the development of remote volunteering	Informing the interested public about the possibilities of volunteering at the nominated property on partner resources, in social media.	New channels for the dissemination of information about volunteering opportunities at the nominated property are developed and information coverage has increased.	2021–2027	Development Service	Operating costs
	Informing and motivating existing and finding new partners promoting and implementing volunteering projects	Increase in the number of partner organizations in the field of promotion and implementation of volunteering projects from 4 in 2020 to 9 in 2027.	2021–2027	Development Service	Operating costs
	Implementation of remote volunteering projects into permanent practice.	At least two remote volunteering projects are held annually in order to implement the 6.2.5 Action Plan, and individual remote volunteers are also involved in various areas of activity (graphic design, text translation, social media)	2021–2027	Research Department, Development Service	Operating costs
Development of informational, consulting, educational, and resource support for volunteering	Organization and holding of the annual School of the Protected Area Volunteer in the city of Arkhangelsk for the training of camp leaders and individual volunteers.	Every year at least 15 people become participants of the School; at least 10 participate in volunteering projects as camp leaders.	2021–2027	Development Service	Operating costs
	Development of educational modules for participants of volunteering programs.	The programs of volunteering camps include educational modules in various areas: natural and cultural heritage of the nominated property, environmental and educational programs.	2021–2027	Development Service	Operating costs

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	Improving the material and technical base for conducting volunteering projects and programs.	Purchase of equipment and tools (tents, sleeping bags, work tools, gloves, personal protective equipment) Purchase/production of branded items of clothing for participants of volunteering projects (T-shirts and others)	2021–2027	Development Service	80 000 Annually Federal budget Own Funds
<b>2. Organization and implementation of volunteering programs focused on the preservation of natural ecosystems, the implementation of environmental education, social and cultural projects, tangible and intangible heritage conservation</b>					
Organizing the participation of volunteers in the conservation and maintenance of the cultural landscape	Organization of volunteering work to conserve and maintain the cultural landscape. Implementing haymaking and clearing fields from tree and shrub vegetation.	At least two volunteering projects annually are implemented on the conservation of the spatial structure of the cultural landscape with the monitoring of work performance.	2021–2027	Research Department, Development Service, Volunteering Organizations	Costs are covered in the Action Plan 6.2.1.
Implementation of environmental volunteering projects	Organization of volunteering work to ensure the safety and security of the nominated property and its buffer zone, including the participation of volunteers in measures to eliminate unauthorized landfills, the development of the separate waste collection system, joint patrolling, and duty with the Security Service.	Improving the effectiveness of security measures, ensuring environmental safety. At least one volunteering project is implemented annually, involving at least 2 individual volunteers for the implementation of the activities of Program 6.2.2	2021–2027	Security Service, Department of Rational Nature Management and Environmental Safety Development Service	30 000 Annually Federal budget Own Funds
	Organization of volunteering work for the natural heritage conservation, including the participation of	The development of the area of civil science, the increase in the number of research data for the Scientific Archive	2021–2027	Development Service	Costs are covered in

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
	volunteers in activities during the inventory and monitoring of natural heritage sites	of the Park. Participation of at least 5 individual volunteers in the implementation of the activities of Program 6.2.3			the Action Plan 6.2.3.
Implementation of volunteering programs for the tangible and intangible heritage conservation	Organization of volunteering work for architectural monuments, archaeological sites, intangible culture, and museum objects conservation	Participation of volunteers in implementing emergency, conservation, and restoration works on architectural monuments on the territory of the nominated property (at least two volunteering camps annually, at least 2 monuments are included in the volunteering program annually); Participation of volunteers in research activities for the study and conservation of the cultural heritage, including remote volunteering (at least 3 volunteers annually).	2021–2027	Research Department, Development Service	80 000 Annually Federal budget Own Funds
Development of individual professional volunteering, involvement of volunteers in the organization of events	Involvement of motivated professionals: translators, photographers, guides, Social Media professionals, administrators, musicians, counselors, and others to participate in the current activities of the Park, in the implementation of various projects and organization of events.	Participation of volunteers in the implementation of Action Plans 6.3.1, 6.4.1 and 6.4.2 Organization of at least three seasons of volunteering camps, participation of at least 10 individual volunteers annually.	2021–2027	Development Service	120 000 Annually Federal budget Own Funds

MANAGEMENT OBJECTIVE	ACTIONS	RESULTS/INDICATORS	TIMEFRAME	PARTNERS AND EXECUTORS	FUNDING SOURCE
Involvement of the local community in the implementation of volunteering projects and programs and the development of corporate volunteering	Informational and organizational assistance to the implementation of social and cultural, environmental initiatives of the local community on the territory of settlements on the territory of the nominated property and its buffer zone.	Participation of volunteers in the implementation of Action Plan 6.3.2 (at least one season of the volunteering camp annually) Organization of volunteering activities of local initiative groups for the implementation of social, cultural, and environmental projects.	2021–2027	Development Service	40 000 Annually Federal budget Own Funds
	Organization of volunteering actions and events for employees of interested organizations (corporate volunteering).	Participation of corporate volunteers in the activities for heritage conservation, ensuring environmental safety of the territory (at least one event annually).	2021–2027	Development Service	20 000 Annually Federal budget Own Funds

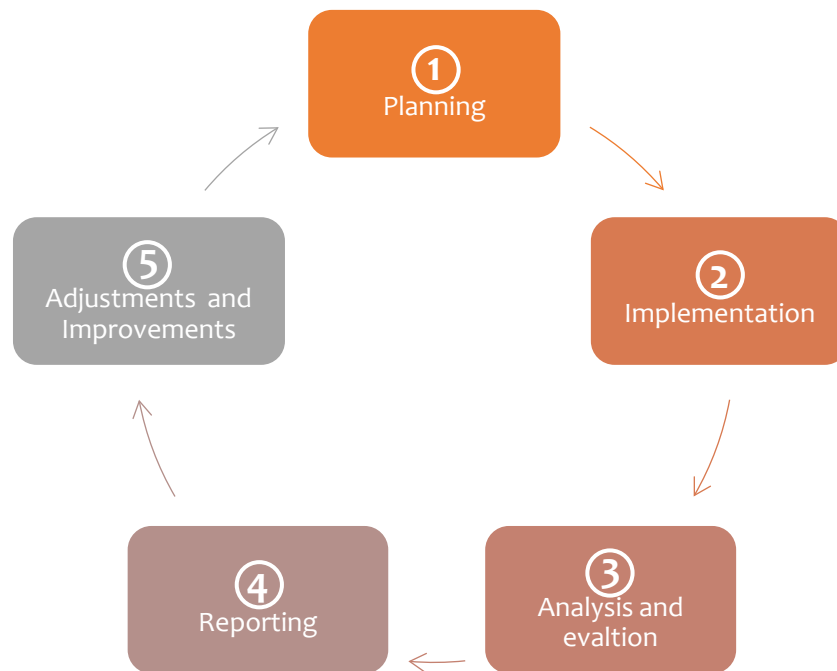
The estimated cost of the Action Plan is 2 590 000 rubles



## 6.5. MONITORING, EVALUATION, AND RESOURCE PROVISION FOR THE IMPLEMENTATION OF THE MANAGEMENT PLAN

### 6.5.1. Evaluation of the Effectiveness of the Management Plan

Strategic planning is a dynamic process that does not stop with the development of the Management Plan. It is necessary to understand the impact of its action programs on the potential OUV of the nominated property and the features of the National Park and Biosphere Reserve in the present and future. For this purpose, the comprehensive assessment of the effectiveness of the Management Plan, monitoring, and quality control of its implementation is conducted at the specified stages. The mechanism that we use is cyclical in nature and consists of five stages:



This mechanism allows to adjust current actions and obtain the necessary information for the implementation of the Management Plan in a new cycle lasting one calendar year.

The monitoring and reporting are aimed at assessing the effectiveness of the management system to support operational decisions to mitigate the potential adverse impact on the potential OUV of the Testament of Kenozero Lake Cultural Landscape and to resolve potential possible conflict situations. At the same time, the monitoring system is developed in the context of changing political and economic perspectives, available resources, and other factors. These factors may vary and may not coincide with the actual needs of the nominated property as well as its stakeholders. The monitoring system should be regularly reviewed and updated in response to changes in the nominated property and its wider setting as well as to identify any inconsistencies and adverse factors within the management system itself.

The monitoring in the context of management system assessment covers many aspects, that, in general, could be grouped into two key categories:

- Overall efficiency of the management system. For example, whether the aims and objectives have been implemented, whether the planned processes are implemented properly, whether the actions performed have achieved their indicators in terms of cost, quality of work, and deadlines, whether all professionals from various fields have taken an appropriate

part in the decision-making process, whether the system has received feedback on interim and other results to justify future actions.

- Management results. For example, the state of conservation of the nominated property, whether the attributes and features of the nominated property are properly protected, whether there have been changes in the authenticity or integrity of the nominated property, how environmental context has changed, the indicators of physical deterioration of the architectural monuments, the degree of social participation, the level of satisfaction of visitors.

This Management Plan uses two forms of monitoring: process assessment and evaluation of intermediate and final results. Both forms of monitoring are aimed at making positive changes, for example, efficient allocation of resources; optimization of reporting; the possibility of introducing changes to the management system; encouraging a preventive rather than reactive approach to heritage conservation and management; obtaining new forms of budgetary and extra-budgetary support for the implementation of projects and programs.

This monitoring mechanism allows analyzing the process of implementing the Management Plan and identify those parts of the plan that prove their effectiveness in practice as well as those that require revision and adjustment for various reasons. The implementation of this mechanism would be conducted through open interaction and dialogue with all stakeholders on a regular basis.

### 6.5.2. Monitoring and Quality Control of the Implementation of the Management Plan

DESIRED STATE	INITIAL STATE	MID-TERM RESULTS	VERIFICATION SOURCES FREQUENCY OF DATA COLLECTION PERIODICITY OF REPORTING	INDICATORS
1	2	3	4	5
<b>Aim 1. Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property.</b>				
<b>Objective 1. Conservation and management of the cultural landscape of the nominated property</b>				
Cultural landscape complexes are supported by the application of research results with the introduction of GIS.	Maps of the 18th, 19 <sup>th</sup> , and 20th centuries, archival and current aerial, and space photography data are used; GIS is used to compare and analyze the data.	Cultural Landscape Complexes of the Testament of Kenozero Lake GIS is developed and applied Cultural landscape complexes monitoring system is introduced, local management plans for cultural landscape complexes are developed and regularly corrected The program of applied research and the long-term program for cultural landscape conservation is developed and implemented All planned conservation measures are justified by the results of research.	Annual report to the Ministry of Natural Resources Regularly Annually	Number of GIS layers Number of ground-based, aerial, and space monitoring polygon. Number of thematic maps made in GIS, reflecting the trends of changes in cultural landscape complexes.

1	2	3	4	5
Cultural landscape complexes are conserved and maintained as a result of the implementation of the system of special measures.	<p>Availability of accurate geo-data for analyzing the changes in cultural landscape complexes, which allows planning targeted measures for maintenance</p> <p>Management Plans of separate cultural landscape complexes</p> <p>Modern agricultural machinery is used to maintain the cultural landscape</p> <p>Livestock of aboriginal animal breeds owned by the local community and the Park;</p> <p>Material and technical provision for volunteering camps.</p>	<p>Special measures for conservation and maintenance of cultural landscape complexes are implemented by the Park with the participation of the local community and stakeholders</p> <p>Targeted measures for the conservation and maintenance of cultural landscape complexes are implemented with the involvement of volunteers</p> <p>Aboriginal breeds of farm animals are returned to the cultural landscape as a result of the implementation of special measures.</p>	<p>Annual report</p> <p>Regularly</p> <p>Annually</p>	<p>Areas of cultural landscape complexes involved in the implementation of the system of special measures</p> <p>Number of volunteers and other stakeholders involved in cultural landscape conservation and maintenance</p> <p>Number of aboriginal animals in the territory of the cultural landscape</p> <p>Amount of funds raised for the implementation of this objective.</p>
The cultural landscape is presented to a wide audience in order to increase its significance in the international level	<p>Extensive objective archival information on the historical structure of the cultural landscape and its most valuable elements as well as traditional agriculture</p>	<p>Information about the cultural landscape is presented on ecological trails and tourism routes, a special exhibition on the cultural landscape is created</p> <p>Farm animals are involved in tourism, environmental and educational events</p> <p>Media products on the cultural landscape are developed, a museum exposition on the cultural landscape is created, the public is widely informed</p>	<p>Annual report</p> <p>Regularly</p> <p>Annually</p>	<p>Number of information boards and signs</p> <p>Number of programs involving farm animals</p> <p>Number of media products on the cultural landscape</p> <p>Amount of funds raised for the implementation of these objectives</p>

1	2	3	4	5
		about the cultural landscape and its potential OUV.		
<b>Aim 1. Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property.</b>				
<b>Objective 2. Safety and protection of the nominated property and its buffer zone</b>				
The territory of the nominated property and its buffer zone has an effective safety insurance system and sufficient legal protection	<p>The territory of the nominated property and its buffer zone has sufficient legal protection</p> <p>The current regulations guarantee an appropriate level of protection of cultural and natural heritage</p> <p>The compliance with the established regime is ensured by the Park Security Service.</p> <p>The activities of the protection service are multifunctional: protection of forests (including fire protection), protection of wildlife, protection of aquatic biological resources, protection of architectural monuments</p> <p>The protection of the nominated property and its buffer zone is adequate</p> <p>The number of violations is decreasing.</p>	<p>The territory of the nominated has sufficient legal protection</p> <p>The Park Security Service works effectively</p> <p>The system of preventive measures is implemented, and crime prevention is conducted.</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of detected violations on the territory of the nominated property and its buffer zone</p> <p>Number of protection raids on the territory</p> <p>Agreements on cooperation with law enforcement bodies</p> <p>Approved legal documents regulating the activities of the Park</p> <p>Number of professionals trained</p>
Fire and sanitary safety are ensured in the forests of the nominated property and its buffer zone.	<p>Fire protection of forests is one of the most important tasks of the Security Service</p> <p>The equipment of the Security Service with vehicles, watercraft, and other equipment is at a sufficient level that allows effective protection of the territory</p>	<p>Effective fire and sanitary safety in forests is ensured</p> <p>The Security Service ensures the patrolling, monitoring of the fire safety, and additional operational measures</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p>	<p>Number of fires and forest fires</p> <p>Types and volumes of forest fire prevention measures</p>

1	2	3	4	5
	The professional level of the staff of the Security Service needs to be improved.	Regular training is held for the staff of the Security Service	Regularly Quarterly Annually	Number of monitoring sites for sanitary monitoring of forests.
Environmental safety is ensured on the territory of the nominated property and its buffer zone.	<p>Emissions into the atmosphere from the infrastructure facilities of the institution are monitored and controlled</p> <p>Calculation and payment of negative impact on the environment is made</p> <p>Monitoring of municipal and hazardous waste accounting is conducted, the separate waste collection system is introduced</p> <p>The Park has a license for subsoil use for extracting groundwater for the technical water supply of its facilities</p> <p>The Park works to reduce unauthorized landfills of municipal waste</p> <p>The plan on prevention and elimination of oil and petroleum product spills until 2025 is developed and introduced.</p>	<p>Emissions of harmful pollutants into the atmosphere is monitored and controlled;</p> <p>Municipal and hazardous waste management is monitored, the system of separate waste collection is functioning effectively</p> <p>Environmental safety of subsurface use is ensured on the basis of the Production Control Program</p> <p>The plan on prevention and elimination of oil and petroleum product spills is developed for the next years</p> <p>The system aimed to reduce waste generation on the territory of the nominated property and its buffer zone is developed and introduced</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of sources of atmospheric air pollution</p> <p>Volumes of separately collected and recycled waste</p> <p>Number of oil and petroleum product spills;</p> <p>Number of unauthorized landfills</p>
The fire safety and security are ensured for the architectural monuments and the infrastructure of the Park	<p>The fire alarm systems were installed on 6 chapels</p> <p>The fire alarm systems are operating using solar panels at 2 chapels in the villages of Glazovo and Tyrishkino</p>	<p>Officials responsible for fire safety are trained, the Disaster Risk Reduction Plan for architectural monuments is developed and implemented</p> <p>All architectural monuments are provided with primary fire</p>	<p>Quarterly reports on key indicators to the Ministry of</p>	<p>Number of architectural monuments equipped with fire and security systems;</p>



1	2	3	4	5
	<p>In 2018, the automatic fire alarm system, the powder fire extinguishing system, the warning and evacuation management system for visitors, and lightning protection were installed at the Pochezerskiy Churchyard. The fire protection entrances were arranged, where it was necessary</p> <p>In 2019, the fire water supply was arranged from the lake to the Church of St. George of the Porzhensky Churchyard. The water supply is ensured by the Sprut-3 motor pump.</p> <p>To prevent vandalism from visitors, explanatory works are implemented, an operational notification system of the Park Security Service was introduced</p> <p>Modernization of fire extinguishing and fire prevention systems is necessary.</p>	<p>extinguishing means, equipped with video surveillance systems and automatic fire protection systems; all monuments are maintained in accordance with fire safety requirements</p> <p>Lightning protection systems are installed on monuments</p>	<p>Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of employees trained to act in case of fires</p> <p>Number of fires</p>
<p>The security of the nominated property and its buffer zone is ensured in emergency situations</p>	<p>The necessary instructions are developed, they determine the actions of staff in the event of an emergency;</p> <p>The necessary reserve of emergency response resources is ensured.</p>	<p>The reserve of funding, logistical, medical, and other resources for emergency response is created annually</p> <p>The system of organizational, engineering, technical, and special measures aimed at improving the stability of the functioning of the institution in emergency situations is implemented</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number and nature of emergency situations that have arisen on the territory of the nominated property and in its buffer zone</p> <p>Number of organizational, engineering, technical, and special measures aimed at improving the</p>

1	2	3	4	5
				stability of the functioning of the institution in emergency situations.
<b>Aim 1. Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property.</b>				
<b>Objective 3. Conservation and study of natural complexes of the nominated property and its buffer zone</b>				
Biological and landscape diversity is effectively studied, conserved, and presented.	Research is conducted on the patterns of development of natural and anthropogenic processes and the natural environment; Management decisions are made on the basis of research-based regulations of permitted types of environmental management Research results are the basis for scientific support of projects of museum expositions and environmental trails Research coverage of the territory of the nominated property and its buffer zone is not sufficient; Research data is not sufficiently included in the tourism and educational activities.	Flora, fauna, and valuable natural complexes are inventoried Comprehensive monitoring and research of natural systems and heritage is conducted The system for determining ecosystem functions is developed and ecosystem services are evaluated The research data is introduced into tourism and educational activities.	Quarterly reports on key indicators to the Ministry of Natural Resources Annual report Regularly Quarterly Annually	Number of research topics, papers, publications Number of species identified on the territory of the nominated property Number of ground monitoring sites and routes Network of remote monitoring polygons Number of GIS layers on Biodiversity Databases Number of professionals trained Amount of funds raised for the objective

1	2	3	4	5
Sustainable nature management is conducted on the territory of the nominated property and in its buffer zone in the context of economic and natural conditions	<p>The carrying capacity of natural heritage is assessed and introduced to tourism management</p> <p>The study of natural complexes and heritage is conducted in basic areas: research, scientific and technical, scientific and applied research projects</p> <p>Measures are implemented for the protection and reproduction of forests</p> <p>Hunting is allowed only for the local community in the autumn-winter period for hog and waterfowl, fur-bearing animals</p> <p>Fishing is kept at a stable level of about 100 tons per year.</p> <p>Integrated fisheries and ichthyological monitoring is implemented</p>	<p>The long-term environmental management strategy is developed and introduced</p> <p>Measures are implemented for the protection and reproduction of forests</p> <p>Nature management in relation to hunting species of animals is conducted</p> <p>The program of biotechnical measures is implemented</p> <p>Inexhaustible nature management and conservation of fish species diversity are supported.</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Area of landscape logging</p> <p>Logging volumes for the needs of the Park and the local community</p> <p>Number of animals on the territory of the nominated property and buffer zone;</p> <p>Number of biotechnical facilities</p>

**Aim 1. Conservation of the potential OUV of the Testament of Kenozero Lake Cultural Landscape nominated property.**

**Objective 4. Conservation of the cultural heritage of the nominated property and its buffer zone**

Architectural monuments and the spatial planning of historic settlements are conserved	<p>The conservation of architectural monuments is implemented considering their wide typological and chronological range, historical significance, the technical condition</p> <p>30 architectural monuments were completely conserved by the Park, emergency measures and maintenance were conducted at 15 monuments. Partial restoration was conducted on 2 stone churches</p>	<p>The system of accumulation and storage of research information on monuments of religious, industrial, and civil architecture is developed and introduced</p> <p>The historical spatial planning of the settlements with their valuable elements is conserved</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p>	<p>Number of architectural monuments, which underwent research, conservation, maintenance, and emergency works</p> <p>Number of architectural monuments introduced into tourism, religious,</p>
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	<p>In July 2020, the Park received the license of the Ministry of Culture No. 02231 of July 2, 2020 for the following types of work: conservation, maintenance, and recreation of wooden structures and parts; adaptation of cultural heritage monuments to the modern use</p> <p>Land-Use and Development Rules were developed and are in effect with territorial zones and planning regulations are established:</p> <p>The explanatory works are conducted with the local community on the conservation of spatial structure of the historic settlements</p> <p>20 projects of monument protection zones were developed and under the approval process</p>	<p>The system of comprehensive monitoring of the state of conservation and preventive maintenance of the architectural monuments is developed and introduced</p> <p>Professionals in architectural monuments conservation are improving their qualifications</p> <p>Conservation and maintenance of architectural monuments, valuable spatial elements, their use for intended purpose, and adaptation for the development of cultural and educational tourism is implemented</p>	<p>Quarterly</p> <p>Annually</p>	<p>social, and cultural activities</p> <p>Number of passports for architectural monuments in the automated information storage system;</p> <p>Number of approved monument protection zones</p> <p>Acts of monitoring of architectural monuments</p> <p>Number of professionals trained</p> <p>Amount of funds raised for the implementation of this objectives</p>
The intangible heritage of Kenozero is preserved	<p>Since its establishment, the Park has initiated the revival of traditional crafts on the territory of the nominated property and its buffer zone</p> <p>The Certification of Villages program is implemented, research expeditions are conducted</p> <p>3 Centers of Traditional Crafts were established</p> <p>The Museum Fund has a thematic section devoted to the masters of traditional crafts</p>	<p>Research work is conducted to preserve the intangible heritage of Kenozero</p> <p>Publications are made on the intangible heritage of Kenozero</p> <p>Intangible heritage is preserved and in demand in the present and future.</p>	<p>Annual report</p> <p>Regularly</p> <p>Annually</p> <p>Annual report</p> <p>Regularly</p> <p>Annually</p>	<p>Number of publications, papers, and articles</p> <p>Number of small and medium-sized businesses whose activities are related to intangible heritage;</p> <p>Number of tourist products (goods and</p>

1	2	3	4	5
	Regular training events on crafts are organized for the local community, special attention is paid to children; 19 workshops and 15 ethnographic programs were developed for tourism About 80 people produce over 200 types of souvenirs based on local traditions.			services) based on intangible heritage
The archaeological sites are conserved	The main activities of the Park for the archaeological sites are the identification, research, monitoring 61 archaeological sites are discovered on the territory of the nominated property One of the most ancient prehistoric sites in Archangels Oblast is in Kenozero, which is Kositsyno 2. It allows to date the presence of man in the Kenozero at the end of the 9th thousand BC There are no expositions representing the archaeological heritage of Kenozero.	Archaeological expeditions are conducted in order to identify new archaeological sites Archaeological sites on the territory of the nominated property have their heritage passports Archaeological sites of the Testament of Kenozero Lake GIS is created to systematize the information on them The system of comprehensive monitoring of the state of conservation of archaeological sites is established and their conservation is ensured The archaeological sites of Kenozero are presented to a wide audience		Number of expeditions Number of identified archaeological sites Number of passports of archaeological sites Number of GIS layers Number of expositions and environmental trails on archaeological sites
Museum objects of the Testament of Kenozero Lake cultural landscape included in the	The Museum Fund of the Park has about 13,000 items in 17 collections There is an understaffing of individual collections and thematic sections: architectural elements of monuments of	The Museum Fund is completed by collecting traditional household and economic items; archaeological find archeology and worship items; architectural details of religious and	Quarterly reports on key indicators to the Ministry of	Number of objects in the Museum Fund (identified, attributed, with passports issued);

1	2	3	4	5
Museum fun are conserved	<p>religious and civil architecture, decorated items of the late 19th - early 20th centuries with carving and painting, elements of decoration of Kenozero temples and chapels, and others</p> <p>About 4000 items were included in the CAMIS</p> <p>Storage conditions of items from the Museum Fund do not meet lighting, temperature, and humidity, chemical, requirements</p> <p>A full range of conservation works was conducted for 13 complexes of painted heaven and for most of the iconographic collection of Kenozero of the 17th. - early 20th centuries</p> <p>The objects of the Museum Fund are the basis of temporary exhibitions, complex and thematic museums, and expositions</p>	<p>civil architecture monuments replaced due to conservation works</p> <p>Scientific studies of objects are conducted, the objects are registered and stored in the Museum Fund</p> <p>All scientific information is stored in the CAMIS database</p> <p>The Heavens of Kenozero depository is established in the village of Vershinino, meeting the current requirements of stock storage and open display</p> <p>Conservation and restoration works are conducted on the objects from the Museum Fund with the participation of the largest Russian art conservation centers certified by the Ministry of Culture</p> <p>The museum objects are presented in complex and thematic museums and expositions, temporary exhibitions, scientific and popular science publications, souvenirs, and promotional products</p>	<p>Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of conserved objects</p> <p>Number of objects on display</p> <p>Number of papers and publications</p> <p>Number of expeditions</p>

**Aim 2. Sustainable development of the territory of the nominated property and its buffer zone.**

**Objective 5. Kenozero. Russia is here! Development of sustainable tourism on the territory of the nominated property and its buffer zone**



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The existing and new modern competitive hospitality infrastructure is modernized and constructed on the basis of local architectural traditions with heritage impact assessments of the infrastructure on the cultural landscape	<p>The cluster approach is used with program-targeted management methods based on economic, demographic, and logistical conditions for tourism management</p> <p>There is a developed environmental, educational, and tourism infrastructure and hospitality infrastructure, consisting of visit centers, museums and expositions, hotels, guest houses, tourist shelters and tourist stands, environmental trails and tourism routes.</p> <p>Some facilities need modernization, there are not enough places for year-round accommodation</p> <p>The Park has acquired old peasant houses in various villages that require major repairs and the arrangement of Village Hospitality Centers in them.</p>	The existing tourism, environmental and educational infrastructure is improved, and new infrastructure is constructed with the one is being created with heritage impact assessments of the infrastructure on the cultural landscape, assessment of tourism and recreational zoning. and needs of visitors.	Quarterly reports on key indicators to the Ministry of Natural Resources Annual report Regularly Quarterly Annually	<p>Number of tourists</p> <p>Number of visitors</p> <p>Amount of income from tourism activities</p> <p>Number of environmental education and tourism infrastructure facilities (newly constructed and modernized)</p> <p>Positive feedback from visitors and tourists</p> <p>Number of tourism programs and products</p> <p>Number of the local residents involved in tourism</p> <p>Statistics of seasonal loading of tourism facilities</p>
The level of attractiveness of the territory for tourists is increasing through the introduction of innovative forms and technologies for the interpretation of	<p>The local community is actively involved in tourism activities, rural tourism and souvenir production are developing, but it is necessary to improve the quality of services and goods, the development of service culture;</p> <p>The tourist offer includes workshops and ethnographic programs conducted by the local community</p> <p>Special events are organized and held, but updating of the event calendar,</p>	<p>Economic opportunities are created for the conservation of traditional crafts, creative industries are developing on their basis</p> <p>New forms and mechanisms of creative and entrepreneurial activity of the Park and the local community of Kenozero are introduced to preserve and present the traditional folk culture as a tourist product</p>	Quarterly reports on key indicators to the Ministry of Natural Resources Annual report Regularly Quarterly	

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cultural and natural, tangible, and intangible heritage in cooperation with the local community and other stakeholders	<p>implementation of marketing activities is required;</p> <p>Basic and thematic tours are developed and introduced</p> <p>Guided tours are developed and are introduced, but it is necessary to introduce systematic work on the training of tour guides</p> <p>There are no tour guides with knowledge of English</p>	<p>Excursion activities are improved as an effective tool for interpreting heritage, media technologies are introduced</p> <p>The quality of customer experience is improved by introducing high service standards at all stages of service</p>	Annually	
The transport and engineering infrastructure are improved to increase the accessibility of the territory and increase the tourist flow, the seasonality of tourism is decreasing	<p>Mobile communications in almost the entire territory of the nominated property and its buffer zone, Wi-Fi in some facilities of the Park</p> <p>Consistent modernization of engineering systems at the Park facilities is conducted</p> <p>Renewable energy sources are used at some facilities of the Park</p> <p>There is a tourism seasonality due to the inaccessibility of the territory and the underdevelopment of the road infrastructure</p> <p>Availability of automotive, off-road, and water passenger vehicles, however, the purchase of new, more comfortable, and modern vehicles is required</p>	<p>Communication technologies and energy supply of infrastructure facilities are developed, renewable energy sources are introduced</p> <p>The transport service of visitors is constantly improved</p> <p>Transport and road infrastructure is developing</p>	<p>Annual report</p> <p>Reports of state and municipal bodies</p> <p>Regularly</p> <p>Annually</p>	
New markets for the sale of tourism products are developed and the profitability of	The Testament of Kenozero Lake is one of the notable centers for the development of sustainable tourism in the North-West of Russia.	A social fashion is emerged for visiting the Testament of Kenozero Lake through the development and implementation of the marketing	Quarterly reports on key indicators to the Ministry of	

1	2	3	4	5
tourism as the leading branch of the local economy of the territory of the nominated property and its buffer zone is increasing	<p>The annual tourist flow is about 17,000 tourists (from 2012 to 2019, the increase is 57%), the number of visitors is about 60,000 people</p> <p>The seasonality of tourism allows increasing the number of visitors in the autumn, winter, and spring seasons</p> <p>The revenues from tourism activities amount to about 30 million rubles per year (2019)</p>	<p>strategy for the sale of goods and services;</p> <p>70% increase in the number of tourists by 2027</p> <p>Financial and economic activities in the field of sustainable (environmental) tourism development are improved.</p>	<p>Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	

## **Aim 2. Sustainable development of the territory of the nominated property and its buffer zone.**

### **Objective 6. Achievement of public consensus and social and economic development of the territory of the nominated property and its buffer zone**

The open dialogue and public consensus on the sustainable development of the nominated property and its buffer zone is achieved	<p>The information is regularly provided at the expense of the resources of the Park, external resources are used irregularly;</p> <p>The sociological survey of the local community is conducted once every five years on 70 indicators, more than 70% of residents evaluate the activities of the Park positively.</p>	<p>A wide range of online and offline information and communication channels are used</p> <p>Public opinion is studied and analyzed by the method of sociological surveys</p>	<p>Annual report</p> <p>Results of sociological surveys</p> <p>Regularly</p> <p>Annually</p> <p>Every 5 year</p>	<p>Number of publications</p> <p>Number of events</p> <p>Number of event participants</p> <p>Results of sociological surveys</p>
The part of the issues of sustainable development are resolved during discussions with stakeholders through the organization of	<p>Issues of sustainable development are resolved during discussions with all stakeholders on a regular basis</p>	<p>Minutes of meetings</p> <p>Results of sociological surveys</p>	<p>Regularly</p> <p>Every 5 year</p> <p>Upon completion</p>	<p>Level of participation of stakeholders in strategic planning</p> <p>Number of events</p>

1	2	3	4	5
meetings, round tables, and strategic sessions				
Civic initiatives of the local community are developing due to the emergence of new civil society organizations and the diversification of funding sources.	<p>Civil society organizations are mainly represented by Territorial Civic Government, in 2020 the first NGO was established on the territory of the nominated property</p> <p>Civil society organizations are provided with organizational, informational, and funding support within the framework of various projects and programs related to heritage conservation and sustainable development of the Russian North;</p> <p>Civil society organizations are active participants in the main social and economic processes on the territory of the nominated property and its buffer zone.</p>	<p>Associations of various degrees of institutionalization operate in all large settlements of the nominated property and its buffer zone</p> <p>Opinion leaders are identified, the opinion leaders have the motivation and various competencies to participate in socially useful activities</p> <p>Training events are held in various forms</p> <p>Extensive information is provided, and individual work is conducted on issues of social and cultural activities.</p>	<p>Annual report</p> <p>Project reports</p> <p>Regularly</p> <p>Annually</p> <p>Upon completion</p>	<p>The level of institutionalization of civic initiatives</p> <p>Number of events</p> <p>Number of implemented initiatives</p> <p>Amount of funds raised for the implementation of local initiatives.</p>
	The implementation of local initiatives is mainly provided by project activities and own funds.	A wide range of sources of funding for projects and programs is used.	<p>Project reports</p> <p>Regularly</p> <p>Upon completion</p>	<p>Diversification of funding sources</p> <p>Amount of funds raised, and the cost of projects implemented</p>
The activation of the local economy due to the development of alternative sources of income, the	The leading branch of the economy in the territory of the nominated property and its buffer zone is sustainable (environmental) tourism, which includes a number of other types of related economic activities	Assistance is provided to create alternative sources of income for the local community in the industry of rural hospitality, small-scale agriculture, handicraft production, and access to start-up capital is provided	<p>Annual report</p> <p>Once a year</p> <p>Annually</p>	<p>Number of small and medium-sized businesses on the territory of the nominated property and in its buffer zone</p>

1	2	3	4	5
development of investment prospects, and the development of entrepreneurial culture.	<p>The high level of the prospects of the territory is combined with the insufficient development of the entrepreneurial culture of the local community</p> <p>The local community uses mainly the distribution channels provided by the Park for sales of products and services</p>	<p>Basic conditions for business are created (equipment of souvenir shops, tourism development on the territory, certification of products, and others), assistance is provided in promoting and finding channels for the sale of goods and services, funding and co-funding within various programs and projects</p> <p>The range of entrepreneurial initiatives of the local community was expanded, primarily due to the emergence of small industries and tourism services</p>		<p>Types of economic activity on the territory of the nominated property and in its buffer zone;</p> <p>The amount of funds earned by small and medium-sized businesses</p>
Social and engineering infrastructure in settlements on the territory of the nominated property and its buffer zone is developing steadily	There are no public-private partnership projects on the territory of the nominated property, with the exception of local rural tourism facilities.	Land plots and real estate properties are identified on the territory of the nominated property and its buffer zone for the implementation of public-private partnership projects in the field of sustainable tourism development. Organizational and informational support is provided.	Annual report Once a year Annually	<p>Number of public-private partnership projects facilities</p> <p>Amount of investments attracted under the public-private partnership projects</p>
	Currently, most of the social, household, and engineering infrastructure facilities in the nominated property and its buffer zone are in poor condition.	Social, household, and engineering infrastructure facilities are established and improved at the expense of federal, regional, and municipal budgets, extra-budgetary sources.	Annual report of state and municipal bodies Once a year Annually	<p>Number of established and modernized facilities of social, household, and engineering infrastructure</p> <p>Amount of funds raised</p>

1	2	3	4	5
<b>Aim 3. Improvement of the social and cultural significance of the nominated property and its buffer zone</b>				
<b>Objective 7. Promotion and creation of a positive image of the nominated property and its buffer zone</b>				
The Park's communication channels with various target audiences at the local, regional, federal and international levels are effective.	In 2020, the total coverage of the social networks moderated by the Park is about 30,000 subscribers, the average coverage is 17 thousand views  The official website of the Park is <a href="http://www.kenozero.ru">www.kenozero.ru</a> It provides sufficient information about the heritage of Kenozero and the activities of the Institution, however, some sections of the website are needed to be improved and translated into English.	The Park's website provides 100% of all the necessary information about the heritage and activities for its conservation and sustainable development in Russian and English The growth in the number of subscribers and coverage of posts by at least 10% annually	Social media analysis, website analysis reports Weekly Annually	Number of subscribers in social networks and coverage of posts Number of unique visitors and page views of the web-site
	Up to 70% of all posts are related to activities in the field of environmental education, development of sustainable tourism, project activities, and studies	The attention is paid to the presentation of environmental protection activities, studies, heritage conservation, infrastructure development, and others	Social media analysis, website analysis reports Weekly Annually	Content of posts
The high quality of the Park's interaction with information partners is achieved via the enlargement of their network.	Citations in 2020 reached over 2,000 mentions in the media	The citation of posts is increased by at least 10% annually.	Annual report Once a year Annually	Citation posts in media



1	2	3	4	5
Opportunities to promote the Park's services and products are actively used through advertising campaigns, segmentation of target audiences, and meeting their information needs.	Promotion and advertising of tourism opportunities is non-systemic in nature, segmentation of target audiences is in the initial stage In 2020, after many years of decline, the efficiency of sales of tourism products through partner travel agencies and tour operators started to increase.	There is an annual increase in the number of tourists visiting the territory of the nominated property and its buffer zone by 10% due to the introduction of thematic content, the implementation of advertising campaigns and contextual advertising Target groups are clearly segmented, their information requests are satisfied Increased interaction with travel agencies and tour operators	Social media analysis, web-site analysis reports Annual report Regularly Annually	Number and coverage of publications and posts Number of visitors and tourists
Improvement of the Park's corporate identity and design technologies of heritage interpretation in line with the international best practices and UNESCO requirements.	The corporate identity of the Park was developed and widely applied The corporate identity has a set of all necessary attributes reflecting the unique features of natural and cultural, tangible and intangible heritage of Kenozero The corporate identity needs to be improved due to the potential status of a World Heritage site.	The wide audience associates the Testament of Kenozero Lake with a World Heritage status (in case of successful inscription) The corporate identity corresponds to modern design technologies and trends The corporate identity is used in accordance with the approved rules and principles	Data Carriers Regularly Annually	Number of data carriers made in accordance with the corporate identity
<b>Aim 3. Improvement of the social and cultural significance of the nominated property and its buffer zone</b>				
<b>Objective 8. Environmental education activities of the Park</b>				
Children and young people living on the territory of the	The number of children living on the territory of the nominated property and participating in	The Educational and Research Center program is successfully implemented	Quarterly reports on key indicators	Number of children participating in

1	2	3	4	5
nominated property and its buffer zone participate in activities to conserve natural and cultural heritage and to improve its social and cultural significance	<p>environmental education activities is at least 70 %</p> <p>The Guardian of Traditions and Park – school! subprograms are implemented</p> <p>The complex infrastructure was established for the implementation of environmental education programs, but it requires modernization;</p> <p>At least 4 seasons of Kenozero children environmental camps, at least 5 environmental expeditions are held annually</p> <p>Current programs do not fully ensure the application of theoretical knowledge in practice.</p>	<p>The activities are improved: the quality of the technical base is improved, advanced methods and programs of environmental camps are introduced, classical and thematic seasons are held annually</p> <p>The system of measures for the organization of research and project activities for students is implemented</p> <p>The involvement of children living on the territory of the nominated property and participating in environmental education activities is not reducing</p> <p>In-depth study of natural and cultural heritage by children as well as participation in programs for the practical application of the acquired knowledge contributes to the career guidance of schoolchildren.</p>	<p>to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>environmental education activities</p> <p>Number and topics of the events</p>
The implementation of research and project activities for children and youth becomes the basis for the development of environmental	<p>The Park is organizing and participating in international, Russian, and regional environmental and cultural events and projects, including Feed the Birds, March of Parks, Night of Museums, Bible Night, Earth Day and others</p> <p>In cooperation with the Northern (Arctic) Federal University, a series of educational</p>	<p>Environmental and cultural projects and events are developed and conducted in cooperation with public associations</p> <p>The involvement of the children and the youth increased (at least 25,000 participants) also via expanding the age of participants (up to 35 years).</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p>	<p>Number of participants</p> <p>Number and topic of events</p> <p>Number of attracted partners</p>

1	2	3	4	5
culture and the development of civic responsibility.	events is held, including Arkhangelsk Oblast in Mathematical Problems, Science o+ Festival, Days of the Arctic, Protected Area Researcher in order to promote science and develop natural sciences projects in schools. The number of involvement of participants is 8,000 people annually.		Regularly Quarterly Annually	
	The joint activities are implemented on a sustainable basis The attention is paid to the development and introduction of research results and new methodologies in educational programs The Park interacts with Russian universities and universities of the Arkhangelsk Oblast The cooperation agreement was concluded by the Park and the Northern (Arctic) Federal University	<p>The research and project activities of students are supported The number of researches work, and projects increased by 50% The geography of the Lomonosov Contest participants covers the entire North-Western Federal District of the Russian Federation</p> <p>The cooperation with educational institutions of all types and forms is developing The consistent increase in the number of teachers involved in environmental education activities from 150 in 2020 to 400 by 2027 The increase in the number of interactions with schools from 65 to 120 by 2027 The increase in the number of interactions with experts from</p>	<p>Result of research competitions Annual report Regularly Upon completion Annually</p> <p>Quarterly reports on key indicators to the Ministry of Natural Resources Annual report Regularly Quarterly Annually</p>	<p>Number of research projects Number of events Number of participants</p> <p>Number and topic of joint events Number of cooperation agreements Number of event participants</p>

1	2	3	4	5
		universities of the North-Western Federal District from 26 to 50 in 2027		
The environmental and educational activities of the Park is supported by the public	<p>The database of environmental educational methodologies was and created and round tables with teachers of educational institutions are organized</p> <p>The Internet channels for distributing the methodologies and communicating with target audiences (students and teachers) are not used sufficiently.</p>	The database of environmental educational methodologies is developed online and offline and distributed.	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of methodologies</p> <p>Target audience involvement statistics</p>
	<p>The possibilities of social networks are actively used as a platform for promoting environmental awareness events, organizing contests, summarizing events, sending environmental awareness information, and creating photo reports</p> <p>The information support of the activities of the Department of Environmental Education is conducted through social networks: Vkontakte, Instagram, and the website kenozero.ru</p>	<p>New communication tools with various target audiences are developed and introduced</p> <p>The existing communication channels are developed</p> <p>The annual organization of at least 8-10 information projects together with partners with a total coverage of at least 25,000 people annually.</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number of methodologies</p> <p>Target audience involvement statistics</p> <p>Number of communication channels used</p>
	The partner projects in the field of environmental education are implemented	The Park is developing cooperation with its creative and business partners in the field of environmental education	Quarterly reports on key indicators to the	<p>Amount of funds raised</p> <p>Number and topic of events</p>

1	2	3	4	5
	<p>The internships and environmental education events are organized annually for employees of environmental organizations</p> <p>The Park staff participate as experts in forums, conferences</p> <p>The support from partners is provided irregularly and in small amounts.</p>	<p>The circle of philanthropic partners has been expanded (at least 30 different private companies support environmental education activities)</p>	<p>Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	

### Aim 3. Improvement of the social and cultural significance of the nominated property and its buffer zone

#### Objective 9. Development of volunteering in the nominated property and its buffer zone

<p>The existing system of interaction with volunteers is improved</p>	<p>At least 10 volunteering camps in various fields are held annually</p> <p>At least 120 people are involved in volunteering programs annually</p> <p>Not all volunteering camps are effective and have results</p>	<p>The relevance and effectiveness of existing volunteering programs were assessed; the volunteering system of Kenozero with other action plans of the Management Plan</p>	<p>Quarterly reports on key indicators to the Ministry of Natural Resources</p> <p>Annual report</p> <p>Regularly</p> <p>Quarterly</p> <p>Annually</p>	<p>Number and topic of volunteering projects and programs;</p> <p>Number of participants in volunteering programs.</p>
	<p>The volunteering programs are focused on holding events in an offline format</p> <p>The narrow range of opportunities for the dissemination of information about volunteering programs is used</p> <p>The implementation of volunteering projects and programs is conducted in partnership</p>	<p>The new algorithm of interaction with volunteers was developed also based on the needs of applicants, including remote and individual volunteering;</p> <p>New partners have been attracted to provide funding, organizational, and informational support in the</p>	<p>Annual report</p> <p>Regularly</p> <p>Annually</p>	<p>Number of posts</p> <p>Number of partner organizations</p> <p>Amount of funds raised for the implementation of projects and programs</p>

1	2	3	4	5
	with specialized organizations active in this field.	implementation of volunteering projects and programs.		
	The volunteering programs are not adapted for people with disabilities.	The volunteering programs are adapted for various categories of people, including people with additional needs.	Annual report Regularly Annually	Number of volunteers with additional needs
The volunteering programs focused on the conservation of natural ecosystems, environmental protection activities, the implementation of environmental education, social and cultural projects, the conservation of the tangible and intangible heritage of Kenozero is implemented	At least 120 people participate in volunteering programs every year The volunteering projects are implemented to conserve cultural landscapes, wooden architecture monuments, to develop tourism infrastructure, and support local initiatives The return of volunteers is at least 30 % Individual professional volunteering is developing	The number of volunteers participating in volunteering projects and programs is at least 100 people annually, the average increase in the number is at least 5% per year The following areas of volunteering activity were developed: conservation of natural ecosystems, environmental protection, implementation of environmental education, social and cultural projects, tangible and intangible heritage conservation; The number of individual professional volunteers is growing	Annual report Regularly Annually	Number of volunteering projects Number of volunteers Amount of work performed



### 6.5.3. Human Resources Development for the Effective Management of the Nominated Property and Its Buffer Zone

The management of the nominated property and its buffer zone is conducted by Kenozero National Park Federal State Budgetary Institution (the Park).

The successful operation of the Park and its competitiveness is determined not only by the number of available funding resources but also directly depends on the quality of its human resources. The quality of the human resources is constituted by the professional knowledge, abilities, skills, values, and motives of the staff of the Park. To achieve the strategic aims and objectives of the Management Plan, it is necessary to implement an effective human resource development policy covering planning, selection, hiring and placement; adaptation and training; career development, staff rotation; motivation methods; improvement of working conditions, and others. The ultimate aim of this policy is the development of highly qualified, professional, and motivated staff at all levels, who are able to effectively implement the aim of the potential OUV conservation of the nominated property and its sustainable development.

#### **Key Areas of Human Resources Development Policy of the Park for 2021-2027:**

1. Development of the staff motivation system for the effective implementation of the Management Plan, its strategic aims and objectives, including financial, social, and psychological motivation.

2. Capacity Building of the Park staff focused on competencies, improvement of the efficiency of the management system of the nominated property and its buffer zone. Conservation, research, and interpretation of natural and cultural heritage; infrastructure support; protection and conservation architectural monuments and key activities provision managerial complexes are established and are successfully operating in the management system of the Park. Their activities are implemented in accordance with special Provisions developed for each complex. For the effective implementation of the Management Plan, it is necessary to regularly analyze the management structure of the institution, improve its distribution of functional responsibilities, rights, and responsibilities, the order of interaction between structural units in accordance with the current aims and objectives.

3. Systematic work on training and retraining of the staff is a vital condition for the development of the Park as a competitive organization. The employees of the Park have different levels of knowledge, skills, and abilities. In order to effectively implement the Management Plan, it is necessary, first of all, to determine the level of development and potential of each employee at the current time. The staff certification is conducted once every two years to assess the qualifications, work results, level of practical skills and theoretical knowledge as well as personal qualities of the employees. Based on the results of the certification, systematic training activities are planned in all areas of activity with the participation of external experts. Also, various internships and exchanges are implemented. Special attention is paid to the training of management staff not only in various aspects of their professional activities but also in the basics of management and human resources policy.

4. Staff Retaining. The human resources development policy also considers such factors as migration of the population living in the nominated property and its buffer zone from villages to cities. Therefore, special attention is paid to the measures aimed at staff retaining focused on the local community as well as creating favorable conditions for attracting professionals to work on the territory of the nominated property with the provision of housing.

5. Ensuring a common understanding of the issues of conservation of the potential OUV of the nominated property and its effective management. In order to ensure the principle of transparency and consistency of intentions, which is fundamental in the implementation of the 1972 Convention, the Park plans to continue the work of its advisory bodies in the management structure of the nominated property. Namely, the Scientific and Methodological Council, the Conservation Council, and the Scientific and Technical Council. To implement specific projects and solve specific tasks, it is planned to organize the work of temporary creative teams and project teams, which could involve third-party experts and professionals.

6. Establishment of the Testament of Kenozero Lake Nominated Property Conservation and Management Sector. For the effective management of the Testament of Kenozero Lake nominated property Conservation and Management Sector would be established in the structure of the Park. The work of the sector would be based on close cooperation with all Park structures and stakeholders.

#### 6.5.4. Funding

#	OBJECTIVE/PROGRAM	REQUIRED FUNDING (IN RUBLES)
<b>Action Plan 1. Conservation and management of the cultural landscape of the nominated property</b>		
1.1	Research support for the cultural landscape conservation	2 300 000
1.2	Implementation of the system of special measures for cultural landscape conservation	6 920 000
1.3	Presentation of the cultural landscape to enhance its significance in international level	4 750 000
<b>Action Plan Total:</b>		<b>13 970 000</b>
<b>Action Plan 2. Safety and protection of the nominated property and its buffer zone</b>		
2.1	Ensuring the protection of the territory of the nominated property and its buffer zone	12 116 000
2.2	Ensuring fire and sanitary safety in the forests of the nominated property and its buffer zone	4 952 000
2.3	Ensuring environmental safety	3 874 000
2.4	Ensuring the protection and fire safety of architectural monuments and infrastructure	7 580 000
2.5	Ensuring the safety and protection of the territory of the nominated property and its buffer zone in emergency situations	2 550 000
<b>Action Plan Total:</b>		<b>31 072 000</b>
<b>Action Plan 3. Conservation and study of natural complexes of the nominated property and its buffer zone</b>		
3.1	Conservation of biological and landscape diversity	13 250 000
3.2	Optimization of sustainable environmental management	3 000 000
<b>Action Plan Total:</b>		<b>16 250 000</b>
<b>Action Plan 4. Conservation of the cultural heritage of the nominated property and its buffer zone</b>		
4.1	Conservation of architectural monuments and spatial setting of historic settlements	54 395 000
4.2	Preservation of the intangible culture of the Testament of Kenozero Lake Cultural Landscape	1 900 000

#	OBJECTIVE/PROGRAM	REQUIRED FUNDING (IN RUBLES)
4.3	Conservation of archaeological sites	2 170 000
4.4	Conservation of museum objects	352 830 000
<b>Action Plan Total:</b>		<b>411 295 000</b>

<b>Action Plan 5. Kenozero. Russia is here! Development of sustainable tourism on the territory of the nominated property and its buffer zone</b>		
5.1	Modernization of the existing and construction of new competitive hospitality infrastructure based on local architectural traditions and heritage impact assessments on the impact of new infrastructure on the cultural landscape	122 045 000
5.2	Improvement of the attractiveness of the territory for tourism via the introduction of innovative forms and technologies for natural and cultural heritage interpretation, including tangible and intangible heritage in cooperation with the local community and other stakeholders	7 265 000
5.3	Improvement of transport and engineering infrastructure to increase the accessibility of the territory and increase the tourist flow as well as to reduce the seasonality of tourism	58 585 000
5.4	Development of new tourism markets to increase the profitability of sustainable tourism as a leading branch of the economy of Kenozero	2 800 000
<b>Action Plan Total:</b>		<b>190 695 000</b>

<b>Action Plan 6. Achievement of public consensus and social and economic development of the territory of the nominated property and its buffer zone</b>		
6.1	Development of open dialogue and public consensus on the sustainable development of the territory of the nominated property and its buffer zone	3 330 000
6.2	Promoting the development of civic initiatives of the local community	5 780 000
6.3	Support of the local economy, development of alternative sources of income, development of investment prospects, and creative cultural entrepreneurship	2 370 000
6.4	Assistance to the development of social and engineering infrastructure in settlements on the territory of the nominated property and its buffer zone	560 000
<b>Action Plan Total:</b>		<b>12 040 000</b>

#	OBJECTIVE/PROGRAM	REQUIRED FUNDING (IN RUBLES)
<b>Action Plan 7. Promotion and creation of a positive image of the nominated property and its buffer zone</b>		
7.1	Development of communication channels of the Park with various target audiences at the local, regional, federal and international levels	1 205 000
7.2	Improvement of the quality of the Park's interaction with information partners, expanding their network	320 000
7.3	Improvement of the advertising campaign of the Park's services and products	635 000
7.4	Improvement of the Park's corporate identity and design of heritage interpretation based on the international experience and UNESCO requirements	1 660 000
<b>Action Plan Total:</b>		<b>3 820 000</b>
<b>Action Plan 8. Environmental education activities of the Park</b>		
8.1	Ensuring sustainable development through the involvement of the children and the youth living on the territory of the nominated property and its buffer zone in cultural and natural heritage conservation to increase its social and cultural significance	4 054 000
8.2	Development of environmental culture, development of civic responsibility and involvement in research and other project activities of the children and the youth of the Arkhangelsk Oblast and other regions of Russia	2 450 000
8.3	Ensuring public support for environmental education activities	1 700 000
<b>Action Plan Total:</b>		<b>8 204 000</b>
<b>Action Plan 9. Development of volunteering in the nominated property and its buffer zone</b>		
9.1	Improvement of the existing system of interaction with volunteers	560 000
9.2	Organization and implementation of volunteering programs focused on natural ecosystem conservation, the implementation of environmental, educational, social and cultural projects, tangible and intangible heritage conservation	2 030 000
<b>Action Plan Total:</b>		<b>2 590 000</b>
<b>Total:</b>		<b>689 936 000</b>