LOCAL ECONOMIC DEVELOPMENT PLAN

Municipality: Bragin District, Gomel Oblast

Country: The Republic of Belarus

Slogan: Bragin district – the area with business-friendly and sustainable environment favorable for starting and doing business

July 16, 2018
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The official rate of the Belarusian ruble against the foreign currencies set by the National Bank of the Republic of Belarus, as of 01.01.2018

1 euro = 2.3553 BYN
Preface from the Chairman of the Bragin District Executive Committee

Each person has a place on earth that will forever remain in his heart, a piece of the homeland which he loves dearly.

Bragin district has a rich and centuries-old history. The settlements of Neanderthals and Drehovichs as well as historical monuments and sites of primitive people are preserved in the district. Thirteen “drops” of meteorite shower, the largest of which weighing 70 kg, were found in Bragin district. The researchers named these meteorites “Bragin”.

Bragin district survived the devastating wars and the Chernobyl tragedy. Today, the district's economy is developing successfully. New housing is being built as well as the social, cultural and domestic facilities. The houses abandoned after the Chernobyl disaster are being restored.

The district is home for 12 thousand hard-working people. Business is represented by 57 entities and 96 individual entrepreneurs employing half of the district's labor force and being the guarantor of the development of the social sphere and the welfare of the people living here.

True professionals work in the social institutions of our district, including 20 health institutions, 11 secondary schools and 7 preschool centers. Clubs, libraries, museums, children's art schools meet the cultural and aesthetic needs of the population, create conditions for every resident to find an interesting activity and develop creative skills.

The preservation of the sites of historical and cultural values located in rural areas, and, above all, the historic manor complexes or their vestiges as well as old parks require special attention. One of them is the park with the vestiges of the castle of the princes Vyshnevetsky in Telman village.

Local economic development is essential for creating new jobs and increasing incomes, and this requires investment, innovation and modernization of production. The welfare and quality of life of the residents depend on the success of the economic development. For these purposes, the Local Economic Development Plan (hereinafter referred to as the "LEDP") was developed within the M4EG in conjunction with the Program for Social and Economic Development of Bragin district for 2016-2020 and other plans of the district.

The Administration of Bragin district considers the private sector as the main source for job creation. Therefore, it is important that all organizations and individuals are involved in the economy of the district and join their efforts.

We hope that the implementation of the LEDP will support business initiative and entrepreneurship in Bragin district and will become the platform for successful economic development and joining efforts of the government, business community and civil society.

Aliaksandr Kokhan
Chairman of the Bragin District Executive Committee

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Executive Summary

Bragin district joined the EU Initiative "Mayors for Economic Growth" in 2017. By signing the agreement, the district voluntarily undertook to promote local economic development and employment on the basis of the Local Economic Development Plan (hereinafter referred to as the "LEDP") developed in accordance with the M4EG Concept. The proposals, problems, needs, and visions discussed at the meetings with representatives of the small and medium-sized businesses, governmental and non-governmental organizations, were analyzed, systematized and taken into account when developing the LEDP.

Vision: Bragin district is an area with a competitive economy based on the developed business sector that ensures the preservation and development of the natural, historical, cultural and human potential of the territory.

Strategic objectives and activities in support of their implementation are as follows:

1. Creating business-friendly environment and investment attractiveness of the district:
   1.1. Informing about the investment opportunities of the district both within the district and outside it;
   1.2. Mobilizing the business initiative of the population based on information and consultation days, and trainings on opening and doing one's own business;
   1.3. Participating in investment forums and other international events;
   1.4. Designing and producing information and reference materials on starting and doing one's own business, agroecofarmsteads, and craftsmanship.

2. Supporting the development of private agricultural production:
   2.1. Establishing an agribusiness incubator and supporting its operation;
   2.2. Training and supporting startups
   2.3. Based on foreign and domestic experience, developing a concept (model) of entrepreneurs' cooperation in the agricultural sector for joint production of goods and services, storage / processing of harvested crops, promoting and selling products in the market;
   2.4. Annual agricultural fairs

3. Creating tourist attractiveness of the district:
   3.1. Developing investment proposals for the launch of roadside service facilities
   3.2. Equipping campsite and recreation areas;
   3.3. Developing tourist routes and providing additional tourist services
   3.4. Informing both tourists and travel agencies of the Republic about the tourist opportunities of the district for possible integration of the district in the already existing routes throughout the country.

The total budget of the LEDP is 684,552 euro. The main sources of funding the LEDP for 2019-2020 will be the donor funds, including the M4EG pioneer project "Agribusiness – incubator" (the EU contribution – 561,996 euro), private business and local budget. Planning provides for a budget deficit, which is 50,500 euro, and is seen as an incentive to look for additional funds for the implementation of the planned activities.

Monitoring of implementation will be carried out on a half-year basis.
Introduction

Bragin district joined the EU initiative "Mayors for economic growth" in 2017. By signing the agreement, the district voluntarily undertook to promote local economic development and employment on the basis of the Local Economic Development Plan elaborated in accordance with the M4EG Concept.

Local economic development is essential for creating new jobs and increasing incomes, and this requires investment, innovation and modernization of production. The welfare and quality of life of the residents depend on the success of the economic development.

Bragin district is located in the south-east of Belarus, 357 km away from the city of Minsk and 120 km away from the city of Gomel (the Oblast center). The district covers the area of 1962 km². The district borders two districts of Gomel Oblast and two oblasts of Ukraine. The nearest airport is located 120 km away from the district. The district is connected by train to Chernigov (Ukraine). There is no railway link with the cities of Belarus. The nearest railway station is 24 km away from the urban settlement of Bragin in the town of Khoyniki (Annexes 1, 2).

As a result of Chernobyl disaster in 1986, the entire territory of Bragin district was contaminated, with about 120 hectares, or more than 60% of the territory has a density of radioactive Caesium-137 contamination more than 5 Ci/km². 53 settlements were relocated, nine of which were buried. The Polesie State Radioecological Reserve is located in the district – the world’s only reserve of this type (it occupies 35% of the district).

The population of the district is 11,887 thousand, including urban population – 46.1% and rural population – 53.9%. The share of the working-age population is 51.1% (6076 people), of which 54.2% are men, 45.8% are women. For the period 2011-2017, the population of the district decreased by 11.4%, and the number of the working-age population decreased by 14.1%. Currently, the district is home to 27.0% of people of retirement age and 21.8% of people under working age. An important reason for the decline in population is migration within the country and abroad. In 2016-2017, 810 people left the district and 633 arrived in the district. 74.6% of those who left were people of working age, 19.5% – under working age, and 5.9% – of retirement age.

22 sites of the historical and cultural heritage of the district are included in the Statelist of the historical and cultural heritage of the Republic of Belarus (17 archaeological and 5 historical sites).

It is very difficult for small areas to compete with large oblast centers for attracting investments, preserving human potential, creating new jobs and developing business. This Initiative will allow the authorities and business working more efficiently on these issues, sharing experiences and receiving financial and advisory support.

The LEDP contains a set of ideas and principles that will provide guidance for entrepreneurs, potential investors, authorities and the residents of the district, helping to find current solutions for the social and economic development issues with due regard to the long-term vision.

The LEDP was developed within the M4EG Initiative in line with the Social and Economic Development Program of Bragin District for 2016-2020, the Development Plan of Bragin District for 2018, and the Concept of the Area-Based Development of Bragin district (elaborated within the EU/UNDP project "Support to Local Development in the Republic of Belarus", 2016). The LEDP is not exhaustive and does not replace other plans. Its main goal is to promote the development of the private sector acting as the main driver of the economic growth and employment. The Plan was developed within the dialogue and in close cooperation with the business community and civil society. The main funding for the Plan will be provided by donors, private entities, and partially by local budget.

The funding for the implementation of the LEDP is achievable and measurable, is clearly defined in view of the time needed for the implementation of the actions, and involves raising funds from internal and external sources. The funds of the district budget and local private businesses operating in the district are considered as internal sources of funding. The international technical assistance funds within the M4EG Initiative and the grants from other international and national programs are considered as external funding sources. The main source of funding for this Plan will be the grant within the M4EG pioneer project "Agribusiness – incubator".
1. Process of developing Local Economic Development Plan

The Local Economic Development Plan was elaborated by the drafting team in accordance with the Decree of the Chairman of the Bragin District Executive Committee of February 21, 2018 No. 48 (Annex 3). The team consists of 5 members representing the Executive Committee, and 4 – representing business. Ludmila Shakhnitskaya, Head of the Economic Department of the District Executive Committee, who was appointed by the Chairman of the District Executive Committee as a Local Economic Development Officer within the M4EG, and who received four-stage training under the M4EG Initiative, provided methodological support and coordinated work on developing the LEDP.

The LEDP was developed in view of the principles of integration, that is in accordance with the state economic policy and other plans; pluralism, with due regard to the diversity of opinions, interaction of the stakeholders and various factors affecting it; inclusiveness – in light of the interests of all groups of local residents; participativity which means involving all stakeholders in the development and implementation of the Plan; and flexibility, which allows promptly and adequately responding to the ongoing external and internal changes.

The key to the success of the LEDP implementation lies in the effective cooperation and networking of local authorities, business community, and non-profit organizations in identifying, planning and solving local problems.

Regularly (once in 2 months) meetings (3 meetings) were held with various target groups, including non-governmental and state organizations, small and medium-sized businesses in order to get a real picture of the social and economic situation in Bragin district. The proposals, challenges, needs, and visions discussed at the meetings were analyzed, systematized and taken into account while developing the LEDP. The most acute issues and proposals were further considered at the meeting of the Council for Entrepreneurship Development established under the Bragin District Executive Committee (Annexes 4, 5). The most discussed issue during the LEDP development was the funding of the planned activities.

During the development of the LEDP, the data of national and local statistics, as well as some secondary information of studies conducted within other donor projects and by national research institutions were used.

2. Local Economic Analysis

2.1. Analysis of Local Economic Structure

The economy of Bragin district is mainly based on agriculture. The major obstacle to the development is the long-term radioactive contamination of the territory of Bragin district which is located 50 km away from Chernobyl.

However, the development of the agrarian sector seems to be promising and in demand. This is facilitated by the geographical location. Bragin district is the southernmost district of Belarus and its climatic conditions allow producing products earlier than in the rest of the country. The district agriculture is represented by 7 open joint-stock companies and 17 agricultural enterprises. Half of all agricultural enterprises are engaged in livestock breeding where a cattle breeding predominates with the aim of subsequent sale of dairy products to processing industry enterprises. The other half engaged in horticulture specializes in growing fodder crops, vegetables, and berries. Fodder crops, vegetables and potatoes are the main crop products. The number of agricultural enterprises increases every year. Some enterprises have been working stably for several years. For example, the agricultural enterprise Braginagroinvest engaged in cultivation of fodder crops has been operating for 5 years already. The enterprise constantly increases its production. In early 2017, additional 104 hectares of land were added to 320 hectares already in use. In 2016, the agricultural enterprise Mix Yagoda engaged in the cultivation of raspberries was established. It operates on 21 hectares. It is important to note the existing constraints in the operation of agricultural enterprises. There is a need for cooperation to accumulate the necessary production volumes in order to enter new markets. There are a number of specific needs, among which the need for agricultural machinery, facilities for temporary storage of products, and distribution (competence) are most acute.

A significant part of the population of Bragin district is engaged in agricultural production in personal small-holdings for own consumption and sale in markets. This sphere of activity of the population is not taken into account in economic and other indicators of the small business; however it is of strategic importance for the development of the district.
The number of personal small-holdings in the district is about 1500 and 3000 people are engaged in this activity. Typically, smallholders work in parallel in agricultural enterprises or in education, culture, health, etc. The principal activities of personal small-holdings are dairy farming, beef cattle breeding, pig breeding, crop production (potato, strawberry, wheat and greenhouse vegetables), and apiculture. Agrotourism is a promising area of development as well.

Recently, the wood processing industry and solar energy production have become the most effective in terms of annual turnover and profit. There are 8 small and medium-sized enterprises engaged in timber processing (14% in district's tax revenue), and 2 enterprises producing solar energy (20.6% in district's tax revenue). Over the past three years, the private industrial unitary enterprise Forwarder engaged in timber processing and exporting processed wood has been developing at an accelerated pace. The revenue of this enterprise has doubled in two years. The number of employees has increased by 20 people and is 60 now. Exports have increased 6 times.

Currently, the hallmark of the district is the solar power production. In 2016, Bragin district implemented 2 investment projects for the construction of generating facilities for solar parks. The investments in the projects amounted to 32 million US dollars (including 28.5 million US dollars of foreign investment). The plants cover an area of about 50 ha and their nominal power is 24.5 MW.

As of January 1, 2018, there were 43 micro, 5 small and 9 medium-sized enterprises, 25 of which are agricultural, 8 – industrial, 1 – forestry, 2 – construction, 1 – transport, 10 – trade, and 1 provides services. There were also 96 individual entrepreneurs, 2 craftsmen and 6 farmsteads in the district ( Annexes 6-8).

The total number of employed in the economy is more than 5 thousand people, including 2480 people – in private business.

Bragin district is located in a beautiful place between the rivers Dnieper and Pripyat. However, a deterrent to the development of tourism is the fact that the district is located in the border zone, which restricts the visits of tourists. To date, work is under way to remove recreation areas from the border zone. The natural attractions of the district include the Polesie State Radioecological Reserve, the world's only reserve of this type. Among the species of flora, the Daurian birch is of particular interest. It hardly can be found in any other place in Belarus. The reserve is home to the Przewalski horses, which in the early 1990s were released in the Chernobyl exclusion zone as an experiment. Now there are 3 herds – about 100 horses in the reserve. However, it should be noted that the area of the Polesie Reserve is currently unavailable to the public. Nevertheless, for the purposes of acquaintance with the exclusion zone, the district is visited by about 2000 to 5000 people annually.

Currently, there are 20 objects of tourist infrastructure in the district, including 2 accommodation facilities, 4 catering facilities, 2 roadside service facilities, 5 leisure facilities, 1 hunter's house, and 6 agroecofarmstead. The district has 81 tourist sites. The most attractive site is considered the Historical Museum with the art gallery, as well as the vestiges of the princes Vyshevetsky castle and Park in Telman village. There are 14 settlements, 230 burial mounds, 4 sites with numerous unmounded and mounded graves, many of which date back to the early Iron Age.

The hunting tourism is developed in the district. Hunting activities in the district are managed by the Belarusian Society of Hunters and Fishers. Largely thanks to this area of tourism, Bragin district is ranked third in Gomel Oblast in terms of growth of export of tourist services. In 2017, the revenue amounted to 18.8 thousand US dollars. Compared to 2012 this indicator has grown by 55%.

Due to the existing tourist potential, the development of agrotourism can be of great interest. Today, there are 6 agroecofarmstead in the district, 3 of which have been actively developing in recent years. The farmsteads provide accommodation, catering, fishing, hunting, spa and sports services. Hunting, fishing and farm tourism according to preliminary calculations attract from 2 to 5 thousand tourists annually.

Sectors of growth

There are 3 sectors of growth: agriculture, industry and tourism. The main problems in this sector that can be solved with the broader support and development of business are as follows (Annex 9):

**in agriculture** – agricultural enterprises together with personal small-holdings form a strategically important, stable and steadily-growing trend of rural entrepreneurship in Bragin district. Despite the fact
that the economic contribution of these areas of development is not significant, however, high growth rates and their role in employment and self-employment indicate their high potential and the need to support these areas.

**in industry** – employment, investment attraction, growth in production and exports, tax revenues, improvement and development of adjacent areas, and improvement of living standards.

**in tourism** – employment, growth in exports of services, receipt of taxes, improvement and development of the adjacent area, increasing diversity of cultural and leisure activities of the population, increasing comfort of residential environment, and preservation of historical heritage.

### 2.2. Local Cooperation and Networking

The main form of successful cooperation in Bragin district is the collaboration between enterprises and public associations on an ongoing basis through various activities, meetings, financial assistance, etc.

According to the research of the Department of Sociological and Marketing Research of the SATIO Group of Companies (2016), such groups of the local community (in the terminology of the SATIO study) as "Local authorities" and "Business entities" show the greatest responsibility and readiness for the development of Bragin district. The general result of the poll by the SATIO: the greatest share of respondents (26.7%) consider the joint efforts of local authorities and the business, as well as public organizations, activists and local authorities to be the most fruitful in solving local problems. According to the residents of the district, the least effective is cooperation between business representatives and local residents.

One of the contributors to the social and economic development of Bragin district, primarily its rural settlements, is the Fund of support of entrepreneurship and rural development "Eco-Innovation", which was created in 2015. There are also non-profit organizations such as the Charitable Fund “Sprout of Life” and the Belarus Red Cross operating in the district.

The created Public Council for the development and implementation of strategies for sustainable development of the district for the period up to 2030 and the local action group on area-based development (within the project "Support to Local Development in the Republic of Belarus" funded by the European Union and implemented by the UNDP in accordance with the Memorandum of understanding with the UNDP) provide the collaboration between the local authorities, residents, NGOs, business community, and other stakeholders in order to take account of their interests and needs.

Cooperation between the District Executive Committee and enterprises is carried out periodically as needed in case the issues involving a great number of entities (taxation, trade regulations, etc.) arise. In order to address issues related to the development of entrepreneurship, the Bragin District Executive Committee has set up the Council for Entrepreneurship Development, which ensures interaction between local government and business organizations. The Council consists of the representatives of SMEs and the Executive Committee. The director of the Fund is the member of the Council for Entrepreneurship Development and is a co-chairman of the Council.

However, at present, the cooperation between the main actors is not developed. It is limited to the meetings of the Administration with small businesses mainly on the tax legislation issues or on dealing with conflict situations (Annex 10). For successful cooperation, it is necessary to create a business incubator in the district that would help in the entrepreneurship development and promote cooperation between the public sector and the business.

### 2.3. Business-friendly, Transparent and Corruption-Free Administration

One of the main functions of the government is the creation of a favorable environment for the development of small and medium-sized enterprises at the local level.

Relevant information required for the operation of the business (regulatory legal acts, the unused real estate items offered for sale, available land plots, investment proposals, etc.), is available on the official website of the District Executive Committee, in the local newspaper, on message boards and information boards of the local authorities.

The administrative procedures under the responsibility of the Administration are provided through a one-stop-shop service which is less time consuming and allows improving the service quality. To prevent corruption, the Commission is operating under the Bragin District Executive Committee, which includes representatives of the authorities, prosecutors and law enforcement agencies.
In dealings with the District Executive Committee each entrepreneur is considered individually. The business has the right and opportunity to participate in the meetings of the District Executive Committee and the sessions of the District Council of Deputies. However, specialists of the Executive Committee do not have experience in providing practice-oriented information and there is no single information database to inform entrepreneurs on a proactive basis.

**2.4. Access to Finance**

Entrepreneurs of Bragin district have access to the following types of financial resources:

- subsidies provided to the unemployed by the Labor Office of the District Executive Committee for entrepreneurial activities. 7 persons received subsidies in the total amount of about 7.5 thousand US dollars. About the same amount was provided in the previous 4 years;
- financial support of the Gomel Oblast Executive Committee in accordance with the Decree No. 255 "On some measures of state support for small businesses" by providing the financial resources determined by the Decree. Entrepreneurs of Bragin district haven't received such support recently;
- loans provided by banks of the Republic of Belarus. Currently, there are 2 banks operating in the district: Belarusbank OAO and Belagroprombank OAO. There is all the necessary information on crediting business entities, including small and medium-sized enterprises, on the websites of the banks. In addition, all information is provided in special booklets freely available in banks, and in the premises of the Economic Department of the District Executive Committee. Bank employees participate in seminars held by the district Administration with business representatives. But the obligatory conditions of the banks for granting loans are pledge and constant revenue during the year;
- grants provided by donor organizations (the European Union, foundations, specialized agencies within the United Nations programs). Only public and state institutions participate in the development of projects for obtaining grants;
- The Gomel Oblast Executive Committee is holding the tender for projects of small and medium-sized businesses. Information about the tender is posted on the website of the Oblast Executive Committee and anyone can participate. Winning this tender allows to repay interest on bank loans (but no more than half of the refinancing rate) for the purchase of equipment and machinery at the expense of the Oblast budget funds. But the main problem is the reluctance of private businesses to develop investment projects and business plans.

Thus, the development of small and medium-sized enterprises is constrained by several factors, of which the key problem is limited access to finance. The main sources of private business financing are the internal resources (Annex 11).

**2.5. Land and Infrastructure**

In Bragin district, there are the land plots (at least 70 hectares) which can be used for construction of buildings for any purpose and for organizing various activities, as well as a sufficient amount of unused property (more than 30 items) that local authorities are interested in transferring to private ownership for implementation of investment projects.

Currently, 5 land plots with a total area of 17.1 hectares are allocated for the implementation of investment projects under the Decree of the President of the Republic of Belarus of August 6, 2009 No. 10 "On the creation of additional conditions for investment activities in the Republic of Belarus" (without an auction for the sale of land plots). Land plots are being formed constantly taking into account the needs of the business.

Today, in rural areas, there are practically no barriers in obtaining land for farming, as well as in obtaining land by individuals for running personal small-holdings or developing rural tourism. An agricultural enterprise can lease for free for a lifetime 100 ha of land and increase production through temporary lease of additional land in coordination with the local or district Executive authorities.

The problem is that the available state properties located mostly in rural areas and as a rule, is unsightly, has no access from the road, and lacks utilities (electricity, gas, water), so it is of no interest to investors. In the urban settlement of Bragin, there are no available state premises to accommodate industrial or commercial facilities or for other activities (Annex 12).
2.6. Regulatory and Institutional Framework

State registration of business entities is carried out by the Economic Department of the District Executive Committee. State registration is carried out on the day of application. The documents are accepted both personally from applicants and in electronic form. Within the system of the Uniform State Register of Legal Entities and Individual Entrepreneurs of the Republic of Belarus, information on the registration of a business entity is transferred to all stakeholders for registration, and an applicant is not required to apply to the tax inspection, insurance company, etc. by himself/herself. During the registration process a Department officer informs on all the issues.

The district Administration conducts free seminars involving tax authorities, banks, other stakeholders, informs on the Internet and in the local press about the new legislative acts and mechanisms of their work.

The Executive Committee has organized one-stop-shop service which accepts and issues documents on design, construction and reconstruction of facilities by business entities. The service is efficient, since the timing of the procedure is limited by legislation and requires minimal participation of an applicant in the process of consideration of the documents.

The negative impact is exerted by long lists of required documents and their lengthy consideration, especially in construction, procurement and certification and the great number of normative documents regulating the entrepreneurial activity. There are a great number of tax benefits which only specialists of the tax inspection know. The local administration provides for the reduction of taxes and fees which are managed by the Administration, for example, land and real estate taxes. (Annex 13).

2.7. Skills and Human Capital, Inclusiveness

It should be noted that there is a serious problem with human resources in the district. The reasons for this are urbanization processes, the outflow of young people and their failure to return upon graduation. Also, an indelible mark in this respect was left by the Chernobyl disaster.

The current population of the district has sufficient competence in agriculture and entrepreneurship. However, there is a serious gap in the competences in promotion and marketing which in modern conditions is vital for the business.

In general, there are few people with higher education in the district (18.2% of the total number of employees according to official statistics). Basically, they are engaged in education, state management, and healthcare. There are also young specialists who came to the district following the postgraduate work assignment and a small part of businessmen. This suggests that population is not competent enough to meet the market challenges.

As of January 1, 2018, the rate of registered unemployment in the district was 0.8% of the economically active population. The Office for Labor, Employment and Social Protection has 41 unemployed persons registered. At the same time, there are 53 vacancies in the district. The majority of vacancies are in agriculture, healthcare and trade.

There are no colleges, universities and special education institutions in the district. There are only secondary schools. Therefore, there is a problem of non-return of graduates going to study in other cities.

The ways to solve the problem of staffing are, in particular, the targeted training of the most promising students customized to the needs of specific SMEs, decent wages, as well as promoting work in small settlements and rural areas through media and social advertising (Annexes 14,15).

2.8. External Positioning and Marketing

When developing the LEDP, it was equally important to take into account public opinion and understand how local residents perceive their district. The population of the district first of all emphasizes the historical past of Bragin district as a competitive advantage of the district and recognizes its favorable geographical location. It is important for the growth of the existing private businesses and attracting investments for starting new businesses. The residents associate the growth of the local economy, first of all, with the development of entrepreneurship (Annex 16).

The Administration makes great effort to develop the infrastructure that is favorable for attracting tourists, as well as for the maintenance of sites of historical and cultural heritage.
The District Executive Committee carries out a purposeful policy for the promotion of local products organizing various events at the local level and participating in events at the national level, widely disseminating information on the district (via the Internet, television, etc.). At the same time, these measures are not always systemic due to the lack of a coherent marketing policy and promotion of the territory and local products.

3. SWOT analysis

Strengths:
- the district is the southernmost district of Belarus; it borders Ukraine and has access to the Black Sea through the navigable rivers Dnieper and Pripyat;
- developed productive capacity in agriculture (buildings and infrastructure, machinery, reclamation facilities, perennial plantations, etc.), traditions and experience;
- availability of free land plots for agriculture and unused facilities for starting business;
- availability of unique sites in the district – the Polesie State Radioecological Reserve (the world's only reserve of this type) and the Museum of the resettled villages as a result of the Chernobyl disaster;
- favorable conditions for the development of green energy (solar energy); the experience of implementing investment projects in the Oblast.

Weaknesses:
- contaminated land (after the Chernobyl disaster);
- worsening demographic situation due to the aging and migration of the population;
- undeveloped tourism infrastructure and the social services sphere;
- limited financial resources and lack of knowledge of local potential entrepreneurs and investors for starting and doing business;
- lack of enterprises for storage and processing of agricultural products;
- lack of qualified personnel, especially in agriculture;
- Administration and businesses lack relevant competence in the field of markets, marketing and sales;
- low entrepreneurial activity of the population.

Opportunities:
- restoration of lands affected by the Chernobyl accident;
- seed breeding of high-performance varieties of drought tolerant crops that can't be affected by radionuclide contamination;
- state policy aimed at supporting entrepreneurial initiatives in small towns and rural areas;
- opportunities for attracting financial resources from donor organizations and external investments;
- state legal acts in support of green energy (the Law of the Republic of Belarus "On Renewable Energy Sources", Decree of the President of the Republic of Belarus of May 18, 2015 "On the use of renewable energy sources", etc.);
- growing interest of both external and internal tourists to the territory itself, river tourism and agrotourism;
- visa-free entry for foreign nationals into the Republic of Belarus.

Threats:
- negative image of the "contaminated" territory (after the Chernobyl disaster) not always correctly perceived by people;
- unpredictability of the main sales markets;
- labor migration (outflow of population to more developed cities (Gomel) and towns (Rechitsa);
- changes in the finance and credit legislation and other state legislation related to doing business;
Local Economic Development Plan
Bragin District, Gomel Oblast

- increase in rates of taxes and duties or their number;
- decline in the purchasing power of the population.

The main competitive advantages of the district are geographical location, climate and environmental conditions; production facilities and experience in agriculture; natural and historical and cultural potential for tourism development.

4. Vision and Objectives

Bragin district is an area with a competitive economy based on the developed business sector that ensures the preservation and development of the natural, historical, cultural and human potential of the territory.

Objectives:
1. Creating business-friendly environment and investment attractiveness of the district;
2. Supporting the development of private agricultural production;
3. Creating tourist attractiveness of the district.

The district sets the strategic objectives from the point of view of its history, experience, needs and opportunities for the local economic development.

5. Action plan

To achieve the objectives, the following action plan has been developed (Table 1, Annexes 17-26), which is going to be implemented in 2019-2020.

1. Creating business-friendly environment and investment attractiveness of the district:
   1.1. Informing about the investment opportunities of the district both within the district and outside it
   1.2. Mobilizing the business initiative of the population based on information and consultation days, and trainings on opening and doing one's own business
   1.3. Participating in investment forums and other international events
   1.4. Designing and producing information and reference materials on starting and doing one's own business, agroecofarmsteads, and craftsmanship

2. Supporting the development of private agricultural production:
   2.1. Establishing an agribusiness incubator and supporting its operation
   2.2. Training and supporting startups
   2.3. Based on foreign and domestic experience, developing a concept (model) of entrepreneurs' cooperation in the agricultural sector for joint production of goods and services, storage / processing of harvested crops, promoting and selling products in the market
   2.4. Annual agricultural fairs

3. Creating tourist attractiveness of the district:
   3.1. Developing investment proposals for the launch of roadside service facilities
   3.2. Equipping campsite and recreation areas
   3.3. Developing tourist routes and providing additional tourist services
   3.4. Informing both tourists and travel agencies of the Republic about the tourist opportunities of the district for possible integration of the district in the already existing routes throughout the country
6. Financing Scheme

The total amount of financial resources required for the implementation of the LEDP is 1,612,325 BYN (684,552 euro). The funds of the donors, local budget and private business are the main funding sources. The budget deficit is planned at 118,942 BYN (50,500 euro) and is considered as an incentive for seeking additional funding to implement the planned activities (table 2).

The main source of funding the LEDP will be the EU grant for the M4EG pioneer project "Agribusiness – incubator" (625,552 euro, the EU contribution – 561,996 euro), with the co-financing of the Executive Committee and the partner – the Fund of support of entrepreneurship and rural development "Eco-Innovation". The goal of the project is to create an agribusiness incubator as a key tool for the entrepreneurship development in Bragin district. The project proceeds from the importance and prospects of rural business for the district, and also takes into account the need for its support in the interests of compliance with production technologies that ensure the radiation safety of the district's population. The financing scheme is presented in table 2.

7. Monitoring Indicators and Mechanisms

When planning, the certain risks for implementing the LEDP were taken into account, including:

- financial risks – reduction of budgetary financing, and refusal of private businesses to participate in the LEDP financing;
- environmental risks, including abrupt temperature drops, drought, and heavy precipitation, which have a great influence on the cultivation of crops;
- demographic risks – the outflow of the economically active population;
- legal risks – changing legislation which has a negative impact on the private business, the introduction of new types of taxes, increase in tax rates, and changes in the procedure and timing of tax payments.

To mitigate the risks affecting the implementation of the LEDP, the following approaches will be used: searching for new forms of financing (participation in tender procedures carried out by donor organizations, sponsor support, etc.), attracting labor force from other territories, awareness-raising campaign on changing legislation, etc.

The LEDP implementation will be monitored every six months in accordance with the indicators and periodicity provided in table 3.
<table>
<thead>
<tr>
<th>Building Blocks</th>
<th>Key Objectives</th>
<th>Actions / project ideas</th>
<th>Duration (start/end)</th>
<th>Participating partners</th>
<th>Overall Estimated Cost, National currency (equivalent in euro)</th>
<th>Monitoring indicators/Indicators of an output and their target values</th>
<th>The results, indicators and their target values</th>
</tr>
</thead>
</table>
| 1. External Positioning and Marketing  
2. Land and Infrastructure  
3. Business-friendly, Transparent and Corruption-Free Administration  
4. Local Cooperation and Networking | 1. Creating business-friendly environment and investment attractiveness of the district | 1.1. Informing about the investment opportunities of the district both within the district and outside it | 01.01.2019-31.12.2020 | Administration, business | 2355 BYN (1000 euro) | - the information on the investment opportunities of the district has been collected and presented;  
- at least 100 people have received the information;  
- the information has been posted on at least 2 websites;  
- at least 50 views monthly. | The result: The image of the district as an area attractive for business development is enhanced.  
Monitoring indicators of the result and their target values:  
- at least 2 investment proposals annually;  
- the growth rate of investment is at least 110% compared to the previous year. |
| 1.2. Mobilizing the business initiative of the population based on information and consultation days, and trainings on opening and doing one's own business | | 01.01.2019-31.12.2020 | Administration, agribusiness incubator | 7065 BYN (3000 euro) | - at least 1 information and consultation day per quarter;  
- at least 40 participants. | The result: The awareness of local entrepreneurs in doing business has been raised.  
Monitoring indicators of the result and their target values:  
- at least 2 positive feedbacks monthly;  
- at least 2 entrepreneurial ideas have been presented during the public events. |
| 1.3. Participating in investment forums and other international events | | 01.01.2019-31.12.2020 | Administration, business, Council for Entrepreneurship Development | 23553 BYN (10,000 euro) | - at least 3 persons from Bragin district have participated in forums and events;  
- 80% of the planned activities have been implemented. | The result: The image of the district as an area attractive for business development is enhanced. An opportunity to share experiences has been obtained.  
Monitoring indicators of the result and their target values:  
- at least 1 agreement of intent to cooperate. |
<p>| 1.4. Designing and producing information and reference materials on starting and doing | | 01.07.2019-01.07.2020 | Administration, the Council for Entrepreneurship Development | 4710 BYN (2000 euro) | - information on starting and doing own business and craftsmanship, and launching | The result: Increased competence of the population on various aspects of starting own business. |</p>
<table>
<thead>
<tr>
<th>Building Blocks</th>
<th>Key Objectives</th>
<th>Actions / project ideas</th>
<th>Duration (start/end)</th>
<th>Participating partners</th>
<th>Overall Estimated Cost, National currency (equivalent in euro)</th>
<th>Monitoring indicators/Indicators of an output and their target values</th>
<th>The results, indicators and their target values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Regulatory and Institutional Framework</td>
<td>2. Supporting the development of private agricultural production</td>
<td>one's own business, agroecofarmsteads, and craftsmanship</td>
<td></td>
<td>Ministry of Taxes and Tax Collection of Republic of Belarus, agribusiness incubator</td>
<td>agroecofarmsteads has been collected for the production of the information and reference materials; - at least 3 types of reference materials; - at least 60 copies have been printed; - at least 50 copies have been distributed.</td>
<td>Monitoring indicators of the result and their target values: - the growth rate of the number of SMEs, individual entrepreneurs and craftsmen is 102% at least.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.1. Establishing an agribusiness incubator and supporting its operation</td>
<td></td>
<td>01.01.2019-31.12.2020</td>
<td>Administration, business</td>
<td>1,473,363 BYN (625,552 euro)</td>
<td>- the agribusiness incubator has been established and equipped and operates as a social enterprise under a non-profit organization; - the staff has been trained in the management and provision of services; - a program for developing rural entrepreneurship has been elaborated by target groups in cooperation with district authorities; - the agribusiness incubator provides more than 35 services to the target groups; - 80% of the project funds have been spent.</td>
<td>The result: Conditions for doing rural business, cooperation with local authorities and access to services have been improved. Monitoring indicators of the result and their target values: - services of the agribusiness incubator are used by up to 1000 people annually; - more than 350 trained people (in vegetable production, gardening, livestock breeding, and processing) successfully do their own business; - the efficiency of agricultural enterprises, personal small-holdings and local entrepreneurs has increased to 30% due to the introduction of new production technologies, related services, etc.; - the range of goods and services of rural entrepreneurs has increased to 100 SKU; - at least 2000 people have noted the improvement of rural business environment in the district.</td>
</tr>
<tr>
<td>Building Blocks</td>
<td>Key Objectives</td>
<td>Actions / project ideas</td>
<td>Duration (start/ end)</td>
<td>Participating partners</td>
<td>Overall Estimated Cost, National currency (equivalent in euro)</td>
<td>Monitoring indicators/ Indicators of an output and their target values</td>
<td>The results, indicators and their target values</td>
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</tr>
<tr>
<td>2.2. Training and supporting startups</td>
<td>01.01.2019- 31.12.2020</td>
<td>Agribusiness incubator, business, population, district Administration</td>
<td>23553 BYN (10,000 euro)</td>
<td>- a program of training and supporting startups has been developed; - at least 2 events have been organized and held; each hosting at least 10 persons.</td>
<td>The result: Efficiency of rural business has been increased. Monitoring indicators of the result and their target values: - 10 new entrepreneurs will plan their business development annually; - 15% of new types of business will be associated with the creative economy; - up to 10% of entrepreneurs will be supported through internal resources of the incubator.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3. Based on foreign and domestic experience, developing a concept (model) of entrepreneurs' cooperation in the agricultural sector for joint production of goods and services, storage / processing of harvested crops, promoting and selling products in the market</td>
<td>01.01.2019- 31.12.2020</td>
<td>Administration, business, agribusiness incubator</td>
<td>23553 BYN (10,000 euro)</td>
<td>- other regions of Belarus have been visited (4 trips – at least 25 persons), as well as foreign countries (3 trips – at least 18 persons); - the foreign experience has been studied and systematized in the analytical note; - the concept of cooperation and networking has been developed and taken into account in the state programs.</td>
<td>The result: The new production technologies and services related to the sale of products have been introduced. Monitoring indicators of the result and their target values: - at least 40 persons have improved their competence; - the annual growth in sales of agricultural products is 15%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4. Annual agricultural fairs</td>
<td>every year</td>
<td>Administration, agricultural producers</td>
<td>4710 BYN (2000 euro)</td>
<td>- at least 4 fairs have been held; - each hosting 10 producers at least.</td>
<td>The result: The conditions to sell agricultural products of the district have been created. Monitoring indicators of the result and their target values: the annual growth of retail turnover – 2%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Blocks</td>
<td>Key Objectives</td>
<td>Actions / project ideas</td>
<td>Duration (start/end)</td>
<td>Participating partners</td>
<td>Overall Estimated Cost, National currency (equivalent in euro)</td>
<td>Monitoring indicators/Indicators of an output and their target values</td>
<td>The results, indicators and their target values</td>
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</tr>
<tr>
<td>1. Local Cooperation and Networking</td>
<td>3. Creating tourist attractiveness of the district</td>
<td>3.1. Developing investment proposals for the launch of roadside service facilities</td>
<td>01.01.2019-31.12.2020</td>
<td>Administration, business</td>
<td>11,776 BYN (5000 euro)</td>
<td>- at least 2 investment proposals; - the information has been posted on the websites, and in the local and oblast media – at least 3 articles; - at least 20 views monthly.</td>
<td>The result: The basis for attracting investors has been created. Monitoring indicators of the result and their target values: - at least 2 investors have expressed their interest; - at least 1 investment contract is being implemented.</td>
</tr>
<tr>
<td>2. External Positioning and Marketing</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3. Land and Infrastructure</td>
<td>3.1. Developing investment proposals for the launch of roadside service facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2. Equipping campsite and recreation areas</td>
<td></td>
<td>01.01.2019-31.12.2020</td>
<td>Administration, business</td>
<td>23553 BYN (10,000 euro)</td>
<td>- at least 4 campsites and recreation areas have been equipped; - 100% of the investment has been implemented.</td>
<td>The result: The quality of tourist services has been improved. Monitoring indicators of the result and their target values: - the growth rate of the number of tourists – 105%; - the growth rate of exports of tourist services – 105%.</td>
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<tr>
<td>3.3. Developing tourist routes and providing additional tourist services</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>01.01.2019-31.12.2020</td>
<td>Administration, business</td>
<td>11,776 BYN (5000 euro)</td>
<td>- at least 2 tourist routes have been developed; - the information about the tourist routes has been posted on the website of the District Executive Committee and is used by organizations that provide tourist services, and tourists.</td>
<td>The result: The number of services rendered to tourists has been increased; the tourist attractiveness of the territory has been raised. Monitoring indicators of the result and their target values: - the growth rate of the number of tourists – 105%; - the growth rate of export of tourist services – 105%.</td>
<td></td>
</tr>
<tr>
<td>Building Blocks</td>
<td>Key Objectives</td>
<td>Actions / project ideas</td>
<td>Duration (start /end)</td>
<td>Participating partners</td>
<td>Overall Estimated Cost, National currency (equivalent in euro)</td>
<td>Monitoring indicators/Indicators of an output and their target values</td>
<td>The results, indicators and their target values</td>
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</tr>
<tr>
<td></td>
<td>3.4. Informing both tourists and travel agencies of the Republic about the tourist opportunities of the district for possible integration of the district in the already existing routes throughout the country</td>
<td>01.01.2019-31.12.2020</td>
<td>Administration, business</td>
<td>2355 BYN (1000 euro)</td>
<td>- the information on the investment opportunities of the district has been collected and presented; - at least 100 people have received the information; - the information has been posted on at least 2 websites; - at least 50 views monthly.</td>
<td>The result: The tourist attraction of the district has been increased. Monitoring indicators of the result and their target values: - at least 1000 tourists visited the district annually; - the growth rate of exports of tourist services – 105% compared to the previous year.</td>
<td></td>
</tr>
</tbody>
</table>
### Table 2. Financing Scheme

<table>
<thead>
<tr>
<th>Actions</th>
<th>Estimated Cost, euro</th>
<th>Source of funding, euro</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National programs</td>
<td>Local budget</td>
<td>Upper level budgets</td>
</tr>
<tr>
<td>1. Creating business-friendly environment and investment attractiveness of the district</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1. Informing about the investment opportunities of the district both within the district and outside it</td>
<td>1000</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>1.2. Mobilizing the business initiative of the population based on information and consultation days, and trainings on opening and doing one’s own business.</td>
<td>3000</td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td>1.3. Participating in investment forums and other international events</td>
<td>10,000</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>1.4. Designing and producing information and reference materials on starting and doing one’s own business, agroecofarmsteads, and craftsmanship</td>
<td>2000</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>2. Supporting the development of private agricultural production</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1. Establishing an agribusiness incubator and supporting its operation</td>
<td>625,552</td>
<td>29,200</td>
<td>34,356</td>
</tr>
<tr>
<td>2.2. Training and supporting startups</td>
<td>10,000</td>
<td></td>
<td>5000</td>
</tr>
<tr>
<td>2.3. Based on foreign and domestic experience, developing a concept (model) of entrepreneurs’ cooperation in the agricultural sector for joint production of goods and services, storage / processing of harvested crops, promoting and selling products in the market</td>
<td>10,000</td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td>2.4. Annual agricultural fairs</td>
<td>2000</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>3. Creating tourist attractiveness of the district</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1. Developing investment proposals for the launch of roadside service facilities;</td>
<td>5000</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>3.2. Equipping campsite and recreation areas;</td>
<td>10,000</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>3.3. Developing tourist routes and providing additional tourist services</td>
<td>5000</td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td>3.4. Informing both tourists and travel agencies of the Republic about the tourist opportunities of the district for possible integration of the district in the already existing routes throughout the country</td>
<td>1000</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Total</td>
<td>684,552</td>
<td>33,700</td>
<td>46,356</td>
</tr>
<tr>
<td>Action / project ideas</td>
<td>Duration (start / end)</td>
<td>Expected results Months 1-6</td>
<td>Expected results Months 6-12</td>
</tr>
<tr>
<td>------------------------</td>
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<td>----------------------------</td>
</tr>
<tr>
<td>1.1. Informing about the investment opportunities of the district both within the district and outside it</td>
<td>01.01.2019-30.06.2020</td>
<td>- the information on the investment opportunities of the district has been collected and presented.</td>
<td>- 1 investment proposal has been developed; - the information has been posted on 2 websites; - at least 50 views monthly.</td>
</tr>
<tr>
<td>1.2. Mobilizing the business initiative of the population based on information and consultation days, and trainings on opening and doing one's own business</td>
<td>Continuously, at least once per quarter</td>
<td>- at least 2 information and consultation days have been organized and held; - each hosting 40 participants at least.</td>
<td>- at least 2 information and consultation days have been organized and held; - each hosting 40 participants at least; - at least 2 positive feedbacks.</td>
</tr>
<tr>
<td>1.3. Participating in investment forums and other international events</td>
<td>01.01.2019-31.12.2020</td>
<td>- 3 persons from the district have taken part in the international event.</td>
<td>- 3 persons from the district have taken part in the international event; - at least 1 agreement of intent to cooperate has been concluded.</td>
</tr>
<tr>
<td>1.4. Designing and producing information and reference materials on starting and doing own business, agroecofarmsteads, and craftsmanship</td>
<td>01.07.2019-30.06.2020</td>
<td>- information on starting and doing own business and craftsmanship, and launching agroecofarmsteads has been collected for the production of the information and reference materials.</td>
<td>- at least 3 types of reference materials have been developed; - at least 60 copies have been printed; - at least 50 copies have been distributed.</td>
</tr>
<tr>
<td>% of total budget goals with a cumulative</td>
<td>25</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td>2.1. Establishing an agribusiness incubator and supporting its operation</td>
<td>01.01.2019-31.12.2020</td>
<td>- the agribusiness incubator has been established and equipped and operates as a social enterprise under a non-profit organization; - the staff has been trained in management and provision of services.</td>
<td>- a program for developing rural entrepreneurship has been elaborated by target groups in cooperation with district authorities; - the agribusiness incubator provides more than 35 services to the target groups; - services of the agribusiness incubator are used by up to 25 persons</td>
</tr>
<tr>
<td>Action / project ideas</td>
<td>Duration (start / end)</td>
<td>Expected results Months 1-6</td>
<td>Expected results Months 6-12</td>
</tr>
<tr>
<td>------------------------</td>
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<td>-----------------------------</td>
</tr>
<tr>
<td><strong>2.2. Training and supporting startups</strong></td>
<td>Continuously, at least once per quarter</td>
<td>- a program of training and supporting startups has been developed; - 2 events have been organized and held; each hosting at least 10 persons.</td>
<td>- 2 events have been organized and held; each hosting at least 10 persons; - 2 new entrepreneurs have planned their business development; - 5% of new types of business are associated with the creative economy; - 5% of entrepreneurs have been supported through internal resources of the incubator.</td>
</tr>
<tr>
<td><strong>2.3. Based on foreign and domestic experience, developing a concept (model) of entrepreneurs' cooperation in the agricultural sector for joint production of goods and services, storage / processing of harvested crops, promoting and selling products in the market</strong></td>
<td>01.01.2019 - 31.12.2020</td>
<td>- the foreign experience has been studied and systematized in the analytical note; - other regions of Belarus have been visited (1 trip – at least 6 persons), as well as foreign countries (1 trip – at least 5 persons).</td>
<td>- other regions of Belarus have been visited (1 trip – at least 6 persons), as well as foreign countries (1 trip – at least 5 persons); - the annual growth in sales of agricultural products is 15%.</td>
</tr>
<tr>
<td><strong>2.4. Annual agricultural fairs</strong></td>
<td>every year</td>
<td>- at least 2 fairs of agricultural products have been held; - at least 10 agricultural producers participated.</td>
<td>- at least 2 fairs of agricultural products have been held; - at least 10 agricultural producers participated.</td>
</tr>
<tr>
<td><strong>% of total budget goals with a cumulative</strong></td>
<td>20</td>
<td>- the information has been posted on the websites, and in the local and oblast media; - at least 20 views monthly.</td>
<td>- 2 investment proposals have been developed; - the information has been posted on the websites, and in the local and oblast media; - at least 2 investors have expressed their interest in the information.</td>
</tr>
<tr>
<td><strong>3.1. Developing investment proposals for the launch of roadside service facilities</strong></td>
<td>01.01.2019 - 30.06.2020</td>
<td>- 1 investment proposal has been developed.</td>
<td>- the information has been posted on the websites, and in the local and oblast media; - at least 20 views monthly.</td>
</tr>
<tr>
<td>Action / project ideas</td>
<td>Duration (start / end)</td>
<td>Expected results Months 1-6</td>
<td>Expected results Months 6-12</td>
</tr>
<tr>
<td>------------------------</td>
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</tr>
<tr>
<td>3.2. Equipping campsite and recreation areas</td>
<td>01.01.2019-31.12.2020</td>
<td>- 1 recreation area has been equipped.</td>
<td>- 1 recreation area has been equipped; - the growth rate of the number of tourists – 105%.</td>
</tr>
<tr>
<td>3.3. Developing tourist routes and providing additional tourist services</td>
<td>01.06.2019-30.12.2020</td>
<td>- 1 tourist route has been developed.</td>
<td>- 1 tourist route has been developed; - the information about the tourist routes has been posted on the website of the District Executive Committee and is used by organizations that provide tourist services, and tourists.</td>
</tr>
<tr>
<td>3.4. Informing both tourists and travel agencies of the Republic about the tourist opportunities of the district for possible integration of the district in the already existing routes throughout the country</td>
<td>01.01.2019-31.12.2020</td>
<td>- the information on the investment opportunities of the district has been collected and presented.</td>
<td>- the information has been posted on 2 websites; - at least 50 views monthly; - the number of tourists visiting the district – 1000 annually.</td>
</tr>
</tbody>
</table>

% of total budget goals with a cumulative

<table>
<thead>
<tr>
<th></th>
<th>10</th>
<th>50</th>
<th>80</th>
<th>100</th>
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</thead>
</table>

Total cumulative % of the total budget per each objective

<table>
<thead>
<tr>
<th></th>
<th>20</th>
<th>50</th>
<th>70</th>
<th>100</th>
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</table>