

**LOCAL ECONOMIC**

**DEVELOPMENT PLAN**

Municipality: **Mosty District, Grodno Oblast**

Country: **The Republic of Belarus**

***Mosty district*** *is a place for successful starting and doing business as a prerequisite for sustainable economic development of the territory and a quiet and decent life of the residents.*

**May 20, 2019**

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# List of Abbreviations, Tables & Annexes

**List of Abbreviations**

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| **Abbreviation** |  | **Complete form** |
| M4EG | - | The EU Initiative "Mayors for Economic Growth" |
| LEDP | - | Local Economic Development Plan |

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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 01.01.2019

**1 EUR = 2.4734 BYN.**

**Preface from the Chairman of the Mosty District Executive Committee**

Mosty district is a small picturesque, unique and authentic district of the Republic of Belarus. It has its own features, significant cultural and historical heritage and natural resources of which the residents are proud.

In written sources, Mosty was first mentioned in 1486 as a settlement in the parish of the Trakai Voivodeship of the Grand Duchy of Lithuania, which was located at the crossroads of the trade routes – the Neman River waterway route and the overland link from Brest to Vilna (modern Vilnius).

According to one of the versions, the name of the town comes from the word "bridge". To pave (Belarusian - мостить) means to make a path, lay stones, build a marina, ferries and bridges. This is how the name of the settlement and then the town appeared.

Our attraction is the suspension bridge over the Neman River. It was designed and built in 1972. The length of the bridge is 193.3 m and the width of the pedestrian path is 1.5 m. This is the only large-span pedestrian bridge of the original design in Belarus.

Today, Mosty is a developing district. Work is underway to expand the existing production facilities and to create new ones. We search for ideas and promising areas of development of the district.

The main goals of the district development are to ensure sustainable economic growth of the territory, stop outflow of residents, and improve the level and quality of life of the local population. At the same time, the private sector is considered as the main driving force of the economy, which ensures the achievement of these goals.

For the benefit of sustainable economic development and business support, the district has joined the EU Initiative "Mayors for Economic Growth" and in accordance with its commitments, has elaborated this Local Economic Development Plan.

The LEDP has been developed in conjunction with other plans of social and economic development of the district. However, to a greater extent, it is aimed at enabling business initiative and supporting entrepreneurship in the interests of sustainable economic growth, job creation and competitiveness of the economy.

The Plan is the result of a constructive dialogue of the stakeholders involved in economic development. It is the partnership of representatives of different segments of society that is considered a key principle for the development and implementation of the Plan.

We hope that the implementation of this Plan will be an incentive for the establishment and expansion of a close and trust-based dialogue between public authorities and the private sector, as well as a platform for specific actions aimed at sustainable economic development of the district.

**Yury Valiavaty**

Chairman of the Mosty District Executive Committee

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**Executive Summary**

Mosty district joined the EU Initiative "Mayors for Economic Growth" on July 7, 2018, undertaking a commitment to follow the overall objectives and principles of the Initiative in accordance with its Concept. In accordance with the obligations of the signatory, this Local Economic Development Plan was developed (hereinafter referred to as the LEDP).

The LEDP has been developed in view of the current program documents defining the social and economic development of the district, including the State Program "Small and Medium-Sized Business in the Republic of Belarus for 2016-2020". The activities envisaged by the LEDP are aimed at stimulating the business initiative and self-employment for the sustainable economic development of the district, economic growth, jobs creation, and investment attraction. Representatives of the private sector, civil society and local authorities were involved in developing the Plan. The local economic analysis was based on the data of the National Statistical Committee and local statistics.

According to the results of the SWOT analysis, the main competitive advantages of the district and negative trends have been identified, the vision of the future has been determined and the strategic objectives have been outlined.

# Competitive advantages: Availability of natural resources, free land, unused real estate suitable for economic activities, as well as sectoral experience in organizing business activities, including in furniture production and agriculture.

# Vision. Mosty district is a territory that has retained its human potential, with a dynamically and successfully developing business that provides decent employment to the residents, and favorable conditions for living and recreation.

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

* + - 1. **Promoting attraction of foreign and domestic investments to promising sectors of the district economy**
	1. Developing a digital catalog of investment sites and an interactive map of land plots for business, posting them on the District Executive Committee website;
	2. Promoting an investment project on the furniture production;
	3. Developing a concept of the Neman Riverside and tourist infrastructure;

1.4. Participating in Oblast and international investment forums and other events.

1. **Preserving the labor potential of the district based on the development of business initiatives and support for entrepreneurship**

2.1. Establishing a district business support center;

2.2. Promoting business initiatives of the population, training and support for those interested in starting and running a business;

2.3. Creating an information and communication technology center;

2.4. Creating a single system of providing information and consulting on women's self-employment.

**3. Creating conditions for the development of private agricultural production.**

3.1. Defining a concept for the development of private agricultural production in the district and facilitating interaction between the agricultural actors of the district;

3.2. Training in the creation and management of agricultural production of goods and services in demand on the market;

3.3. Supporting the expansion of entrepreneurial activities in fruit and vegetable production on the basis of farms;

3.4. Holding district fairs of agricultural producers and participating in regional fairs.

The total budget of the Plan is 842,910 euro. The main funding is provided by the international donor organizations, own funds of businesses and the local budget. The share of the local budget in the total budget of the LEDP will be 10.7%. The budget deficit is planned at 11,000 euro.

 The implementation of the Plan will be monitored every six months.

 **Introduction**

Mosty district joined the EU Initiative "Mayors for Economic Growth" on July 7, 2018. In accordance with its commitments, the district elaborated this Local Economic Development Plan.

The decision to join the Initiative has been based on the willingness of the district to benefit from the European best practices, get access to new knowledge, establish new partnerships with Eastern Partnership countries, and to receive international expert and financial support.

The LEDP is not exhaustive and does not replace other existing social and economic development plans. It is complementary, mainly aimed at increasing the motivation and initiative of citizens and businesses, developing small and medium-sized enterprises for the sustainable economic development of the district, economic growth, jobs creation, and investment attraction.

Mosty district is located in the western part of Grodno Oblast. The district covers the area of 1342 km2. There are 154 settlements in the district. The center of the district is the town on Mosty.

Mosty district borders 6 districts of Grodno Oblast. The distance from Mosty to Minsk is 230 km, and to Grodno – 60 km. The district is crossed by the railway Volkovysk – Grodno – Lida and 7 national highways. The district is divided into 6 rural councils.

The Neman River and 6 more rivers flow through the district. There is the Dublyanskoe reservoir in the district. Forests occupy every third hectare of land. Agricultural land occupies 64.3 thousand hectares, including arable land – 40.9 thousand hectares. The average arable score is 35 points, and farmland score – 32.7 points. Today, 22 monuments of Mosty district are included in the State List of Historical and Cultural Heritage of the Republic of Belarus. Among them: three monuments of history (mass graves, 1944), four monuments of architecture (churches and cathedrals of the 18-19th centuries), fifteen archaeological monuments (burial grounds of the 10-13th centuries, settlements of the 16th-18th centuries, old towns of the Iron Age and of the 11-13th centuries, settlement sites of the Stone and Bronze Ages, of the Neolithic period, and of the 4th-3rd millennium BC).

The population of Mosty district is 27.7 thousand people, including 15.8 thousand living in the town of Mosty. Of these, men are 45.5%, and women – 54.5%. Belarusians make up 74.7%, poles – 18.7%, Russians – 5.1%, Ukrainians – 0.95%, and other nationalities – 0.6% of the total population of the district. The economically active population totaled 12 thousand people. The official unemployment rate was 0.4%. Over the past seven years, there has been a trend of migration decline, and the population has decreased by 9.1%. The economically active population of the district decreased up to 15.4% 50.3% of the district's population is of the working age, 17.2% – younger than the working age, and 32.5% – older than the working age. An important reason for the decline in population is migration within the country and abroad. In the last 5 years, the number of people who left the district annually exceeded the number of those who arrived in it. The migration decline during this period was 953 people. Therefore, preserving labor resources and enabling existing labor potential is one of the main challenges of our time for local authorities.

This Plan was developed taking into account the priorities defined in the program documents developed at the district level: the Program of Social and Economic Development of Mosty District for 2016-2020, the Plan of Industrialization of Mosty District for 2019-2025, as well as key documents on economic development of Oblast and national importance.

The Plan is the result of a constructive dialogue of the government, business and civil society. It was developed in close cooperation between all stakeholders to ensure a comprehensive study of the situation and to work out ways of inclusive development of the territory. In order to ensure objectivity during the development of the LEDP, the data from both national and local statistics was used. As required, the consultations were held with the specialists of the government agencies and non-governmental organizations.

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 Cross-border cooperation granting programs, from businesses and the local budget.

The main funding is provided by the international donor organizations, own funds of businesses and the local budget. The share of the local budget in the total budget of the LEDP will be 10.7%. The budget deficit is planned at 11,000 euro.

The implementation of the Plan will be monitored every six months on the basis of the dynamics of achieving the indicators. The implementation of the Plan will be carried out in close cooperation with representatives of the business community.

# Process of developing Local Economic Development Plan

To develop the Plan in partnership with the local authorities and business community, a drafting team was established by the Decree of the Chairman of the Mosty District Executive Committee. It consisted of 2 members of local government and 2 participants of businesses, including 3 women and 1 man (Annex 2). Sviatlana Velichko, Deputy Chairman 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 (Annex 3), provided methodological support and coordinated work on developing the LEDP.

The LEDP was developed in view of participativity, inclusiveness, integration, systemacity and flexibility. Regular meetings were held with various target groups, governmental and non-governmental organizations and SMEs representatives in order to get a real picture of the social and economic situation in Mosty district. All the meetings were held in a constructive manner. The proposals, challenges, needs, and visions discussed at the meetings were analyzed, systematized and taken into account while developing the LEDP.

At the initial stage of developing the LEDP, a meeting was held with the members of the Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee. The Council consists of 3 government members and 13 business representatives. Further meetings were organized on the basis of the established drafting team with the involvement of local administration and organizations of various forms of ownership. 4 working meetings have been held.

The most important and complex was the discussion of the SWOT analysis of the district aimed at identifying competitive advantages and development priorities, as well as of funding issues.

# 2. Local Economic Analysis

# 2.1. Analysis of Local Economic Structure

The economy of the district is agrarian and industrial. The agricultural sector of the district is represented by large-scale enterprises (2 agricultural unitary enterprises, 3 joint-stock companies, and 2 branches of open joint-stock companies) and small-scale private enterprises (16 farms). The agriculture of the district is diversified. It is specialized in the production of milk and meat, growing grain, potatoes, sugar beets, and vegetables. The average number of the employed in the district’s agricultural sector is 2.2 thousand people.

Farms of the district occupy 2.2 thousand hectares of agricultural land or 3.4% of the total district's area. They produce cereals, potatoes, beets, carrots, cabbage, onions, fruit and berries, and are engaged in animal husbandry and agroecotourism.

The largest farm of the district is the agricultural enterprise "Horizon", which has been operating for almost three decades. It started from cultivation of vegetables (potatoes, carrots, beets, cabbage, and onions) and then introduced its own processing and direct sale. The enterprise exports its goods as well.

The Rogoznitsky Starch Plant OAO processes agricultural products (potatoes). It produces dry potato starch and modified starches.

The district has a rich experience in agriculture and the necessary conditions for the development of private agricultural production, so the main efforts of the local authorities will be aimed at enabling business initiative of the local population and the promotion of employment and self-employment in rural areas, including among women.

The industrial complex of the district is represented by 7 organizations employing on average 2.5 thousand people each. The district accounts for 1.7% of the industrial production of Oblast. The manufacturing industry is dominant in the industry of the district (93.5% of the total production volume).

The main enterprise with 90-year history which accounts for 74% of the volume of industrial production, is the Mostovdrev OAO, which employs about 1400 residents of Mosty. In 2008-2015, the large-scale modernization of the enterprise influenced practically all its structural divisions Today, the Mostovdrev OAO is a high-tech enterprise, which produces competitive products whose quality meets the requirements of international and European standards. The company is involved in logging, wood processing, manufacture of veneer sheets, plywood, MDF, HDF, panels, etc. The products of this company are known both in Belarus and abroad. With all the conditions for the development of the local value chain for forest and wood processing, furniture production and related services are undeveloped. Their development could be an important incentive for the development of the district's economy and private business, in particular.

Small business is an integral part of the district's economy and determines the future of the district. At the local level, every effort is being made to support and boost entrepreneurship. 124 medium-sized, small and micro-enterprises, as well as 438 individual entrepreneurs operate in the district. 37% of small and micro-enterprises are engaged in the provision of services, 30% – in trade, 20% – in industry, and 13% – in agriculture. Most individual entrepreneurs are engaged in provision of services (47%), trade (43%), industry (6%), and agriculture (4%). The share of employed in small and micro-enterprises in the average number of employees of the district is about 9%. They account for about 20% of the district's revenue and more than 50% of budget revenue.

The development of the Plan made it possible to comprehensively approach the identification and resolution of problematic issues in the field of development of business initiative and entrepreneurship. It also helped to determine the priorities and practical steps necessary to ensure the economic growth of the district for the next two years.

**Sectors of growth:**

**industry** – attraction of investments; development of new types of products; creation of new productions with the subsequent integration into local value chains that will allow to facilitate diversification and consequently contribute to sustainability of local economy; increase of resource productivity; job creation

**agriculture**– employment and self-employment of the population; expansion in the range of agricultural products; development of cooperation to mitigate the agricultural risks and to increase resource productivity.

**service sector** – a condition for attracting investors and tourists; promoting the development of local markets; increasing employment; organizing public services and amenities; improving the comfort of the living environment (Annex 4).

# 2.2. Local Cooperation and Networking

In order to address issues related to the development of entrepreneurship, the Mosty District Executive Committee has set up the Public Advisory (expert) Council for Entrepreneurship Development headed by the Chairman of the Executive Committee, which ensures interaction between local government and business organizations. The Council consists of the representatives of the District Executive Committee and SMEs. At the meetings of the Council, the acute issues affecting the development of small business with the involvement of all stakeholders are discussed and legislation is explained.

Seminars, working meetings, round tables, economic studies and individual discussions with small and medium-sized businesses aimed at increasing professional literacy and identifying and solving acute issues, are held on a regular basis (twice a month).

Officers of the Executive Committee and district services provide information and consulting services. Direct hotlines are arranged. The District Executive Committee has established a one-stop-shop service which provides the possibility of filing the applications for various administrative procedures in one place.

At the same time, business lacks a single platform to develop local cooperation and networking. For this purpose, a business support center is planned to be created, which will provide advisory, information and training support in doing business. The activities of the Center will be aimed at strengthening the integrated interaction between small and medium-sized businesses and government agencies, providing an additional platform for an inclusive dialogue of stakeholders, as well as the development of modern information tools for positioning the district.

Successful cooperation requires mutual interest of the local authorities and business. The main condition for successful cooperation at the local level is the trust of the parties (Annex 5).

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

Creating the most favorable conditions for starting and running a business is a priority. Local authorities strive to ensure openness and transparency of their activities.

The members of the Executive Committee, officers of district services and departments receive the citizens (including offsite) in accordance with the schedule in order to, among other things, identify and solve acute business issues. Officers of ministries and state committees as well as Oblast departments also receive citizens personally in the district.

Single awareness days are being held on a regular basis. The media (the district newspaper "Dawn above the Neman" and the website of the Executive Committee) cover the activities of local authorities and all events taking place in the district.

In order to combat corruption, the District Executive Committee has established the Anti-Corruption Commission, which includes representatives of the departments of the District Executive Committee. The main tasks of the Commission are the development and implementation of anti-corruption measures, consideration of the relevant issues on corruption prevention, and involvement of the public and media in cooperation.

The government constantly improves the legislation related to the activities that are prone to corruption, such as procurement, licensing and allocation of land.

# 2.4. Access to Finance

Ensuring access of small and medium-sized businesses to credit and financial resources is an important component of business support (Annex 6). Financial support to small and medium-sized businesses is provided in accordance with the legislation of the Republic of Belarus at the expense of the Republican and local budgets as well as other sources not prohibited by law.

Two banks providing services to local entrepreneurs operate in the district. All the necessary information about lending is available on their websites. The Development Bank of the Republic of Belarus offers loans and financial lease under the special program of support for small and medium-sized businesses.

A concessional loan can be provided at the expense of the State program "Small and Medium-Sized Entrepreneurship in the Republic of Belarus for 2016-2020". One can lend money or rent properties at the expense of the Belarusian Fund for Financial Support to Entrepreneurs on a competitive basis under the mandatory condition of job creation.

On a free-of-charge basis through a competition, one can obtain funding from the innovation fund of the Grodno Oblast Executive Committee for the implementation of innovative projects. However, due to the lack of innovative developments and the complexity of the preparation of documentation, no applications have been submitted by private entities of the district. The unemployed are provided with a subsidy for starting a business. In 2016-2018, 9 subsidies were issued to assist in the organization of entrepreneurial activities. In the opinion of the economic entities, the amount of the subsidies is insufficient.

However, financing is not always available to every entity due to relatively high interest rates and restrictions on lending to start-ups. Some businesses have difficulties in providing collateral and preparing a package of documents for obtaining a loan. Foreign credit lines are not sufficiently used.

The solution to this problem lies in increasing the financial literacy of business entities and strengthening the outreach of banks and other financial institutions.

# 2.5. Land and Infrastructure

A list of 15 free (unoccupied) land plots (with a total area of 88 hectares) and 21 real estate items with a total area of 21.8 thousand m2, which can be provided to small businesses for the organization of activities or implementation of investment projects, has been compiled (Annex 7).

The disposal of land is carried out in accordance with the current legislation of the Republic of Belarus as the land is owned by the state. The right to conclude a lease agreement for the land plots can be auctioned or plots for the implementation of investment project can be leased without auctioning.

The District Executive Committee has experience in using various mechanisms of property support to private business: sale with a decrease in the initial sale price to 1 base value (10 euro); gratuitous transfer for use subject to job creation; tenants are granted the right to buy out property leased for more than three years by installments. During the period 2016-2019, 4 real estate items were sold to businesses for 1 base value each.

One of the directions in the work of the Executive Committee, which also contributes to the development of entrepreneurship, is the activity aimed at putting in use the unused real estate items owned by Mosty district. The list of such assets is constantly updated and is available for businesses on the official website of the Executive Committee and in the district newspaper.

Currently, more than 3,6 thousand m2 of communal property of the district is leased. In 2016-2018, 30 properties were sold. The district has a sufficient number of production facilities with infrastructure suitable for starting a business. However, most of them require significant investment. The high cost and duration of the preparation of projects (expertise) for reconstruction of premises and their electrification influence the decision to purchase such properties.

Support to entrepreneurship could be the measures on reduction in the tax burden for the period of implementation of investment projects (in particular, exempt from the surcharge rate on land tax and real estate tax) and strengthening the outreach on the state financial support of enterprises implementing investment projects.

# 2.6. Regulatory and Institutional Framework

In recent years, significant steps have been taken at the state level to simplify the procedure for registration and licensing, fire safety requirements, sanitary and epidemiological requirements, to minimize the interference of officials in the work of business entities, and to introduce the tax advisory institution. Due to the introduction of new administrative procedures, an exhaustive list of documents provided by business entities has been developed. Deadlines for adopting administrative decisions and the obligation to notify the applicant of the results of consideration, have been introduces. However, the wide range of permits required to carry out an activity is still in place and negatively affects businesses. The transition to electronic document management is not fast enough. The lack of a single informational portal for the private sector also has a negative impact on its development.

The Executive Committee regularly organizes meetings and seminars with representatives of the private sector to explain the peculiarities of the application of legislative norms regulating business activities. All interested services are invited to the meetings with the business community of the district.

There are legal preferences for business operations in the district (profit tax relief, exemption from import duties for certain goods imported by commercial organizations as a contribution to the statutory fund, etc.).

The District Executive Committee has a limited set of legal and institutional instruments and cannot significantly impact on these processes. To address this matter, the local administration can make proposals to higher authorities on simplifying the administrative procedures, provide information support on certain procedures, explain the legislation, and advise on emerging issues (Annex 8).

# 2.7. Skills and Human Capital, Inclusiveness

The education system of the district includes 30 state educational institutions. There are no specialized secondary and higher educational institutions, which could train skilled personnel for the enterprises of the district.

Commercial organizations provide training and retraining of personnel at their own expense. Non-profit government organizations send employees for requalification (advanced training) at the expense of budgetary funds. The training center provides training and retraining of drivers of all categories.

Almost all sectors lack labor force: in agriculture – 51.5% of the registered vacancies, in manufacturing – 6.2%, in construction – 14.2%, in wholesale and retail trade – 8.9%, in education – 8.0%, etc. (Annex 9). There is a shortage of medical staff, veterinary doctors, agronomists, accountants, sales assistances, engineers, working specialties etc.

The registered unemployment rate is 0.4%. 46.0% of the registered unemployed have secondary education, 23.8% – vocational, 11.1% – specialized secondary, and 6.4% – higher education. 19.1% of the unemployed is youth, and 28.6% – persons over 50 years. The share of men in the total number of unemployed is 61.9%.

Despite the optimization of the number of employees of organizations, the demand for labor remains high enough and 7.1 times exceeds the number of the registered unemployed. The Labor Office regularly implements measures aimed at employment of the unemployed in view of the available qualifications and through training for new occupations. Subsidies are provided for starting a business and developing agroecotourism. The Labor Office of the district will continue work in this direction. Additional opportunities and access to new forms of education, all kinds of knowledge and information necessary for social, professional and personal development based on high technologies, will enable the creation of the center of information and communication technologies and education in the district, which in turn will improve the efficiency of cooperation between business and science.

An acute problem of the staffing of enterprises and organizations of the district is the outflow of labor resources (including young specialists who have worked the required period) to more economically developed cities and abroad. A negative factor is the absence of specialized educational institutions in the district as sending for retraining to other cities entails high expenditures.

With the purpose of attracting labor resources and securing young specialists in rural areas, it is necessary to conduct refresher training on the ground, provide favorable working conditions and decent remuneration. The additional incentives could be the provision of housing and concessional lending (Annex 10).

# 2.8. External Positioning and Marketing

During the development of the LEDP, public opinion was taken into account, i.e. how the residents perceive their area. The competitive advantage of the district is fertile soil, transport accessibility, developed wood processing, and natural resources (Annex 11). The readiness of the local population to participate in activities aimed at sustainable development of the territory is noted.

Mosty district maintains bilateral relations with cities and regions of Poland, Lithuania, Moldova, Estonia, and Latvia within the framework of 6 cooperation agreements and 2 agreements on intention of cooperation. The district participates in international technical assistance and cross-border cooperation projects.

Thus, in order to increase the attractiveness of the cross-border region by including ethno-cultural resources in tourism activities, in 2014 the Gudevichi Museum of Literature and Local Lore implemented the project of international technical assistance "Improvement of cross-border region attractiveness through the introduction of ethno-cultural resources into the tourist activities (a trip to the ethnic fairytale)" within the framework of the Cross-border Cooperation Program Poland-Belarus-Ukraine for 2007-2013.

In 2014, for the purpose of strategic planning and management in the field of environmental protection and environmental information (solid municipal waste management), a joint UNDP-EU project "Support to development of comprehensive structure for international cooperation in the field of environmental protection in the Republic of Belarus" was implemented, in which the town of Mosty was a platform for the implementation of a pilot project in solid municipal waste management.

In 2017, the Mosty district organization of the public association "Belarusian Society of Persons with Disabilities" in partnership with the Mosty district unitary enterprise of housing and communal services implemented the grant "Dispatching and automation of rural water intakes of Mosty district with the output of information to the central control panel of the enterprise in Mosty" of the project “Supporting the Transition to a Green Economy in the Republic of Belarus”, funded by the European Union and implemented by the United Nations Development Program in Belarus. The Administration of Mosty district is engaged in promoting potential of the district, organizing various events at the local level and participating in events of regional, republican and international importance. At investment events (forums, exhibitions and fairs), the most relevant economically sound projects and business ideas are being presented to potential investors.

The measures taken do not bring the desired result in view of the lack of experience in attracting investors and developing relevant investment projects. The work on territory marketing needs to be improved and made more systematic.

# 3. SWOT analysis

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| --- | --- |
| **Strengths:** – railway connection with major cities of Belarus (Minsk, Grodno, Lida, Baranovichi, etc.) and other countries (Russia);– water resources (rivers Neman, Shchara, Zelvianka, Ros, Yelnya, etc.);– availability of land plots and real estate items to start and do business in furniture production and agriculture;–fertile soil;–developed agriculture presented by a combination of large and small commodity production; – successful management experience in agricultural activities;– availability of primary resources for agricultural production (wild-growing mushrooms, berries, fruit and vegetables grown by agricultural enterprises and farms of the district);– developed wood processing industry. | **Weaknesses:** – negative migration and emigration balance;– reduction of the economically active population;– lack of secondary special and higher educational institutions;– underdeveloped tourist infrastructure;– lack of active public organizations promoting and supporting the entrepreneurship development;– insufficient level of competence and motivation of residents to run own business;– instability of small business due to lack of competence and limited financial resources;– low interaction between the business entities of the district;– low investment attractiveness of the district. |
| **Opportunities:** * trend towards liberalization of business environment in the country;
* introduction of additional preferences and benefits for businesses in small towns and rural areas;
* introduction of additional preferences and benefits for agricultural producers;
* increased demand for agricultural products;
* visa-free entry for foreign nationals into Mosty district;
* increase in private investment;
* increased demand for furniture.
 | **Threats:** * increased migration to large cities and abroad.
* increased outflow of labor resources;
* competition with other districts for resources, including human resources;
* climate change (high dependence of agricultural production);
* changes in the financial and credit system; increase in tax rates or increase in their number;
* introduction of restrictions on the supply of manufactured products to foreign markets;
* changes of legislation on business activity.
 |

**The main competitive advantages of the district are as follows:** Availability of natural resources, free land, unused real estate suitable for economic activities, as well as sectoral experience in organizing business activities, including in furniture production and agriculture.

# Vision and Objectives

# Vision. Mosty district is a territory that has retained its human potential, with a dynamically and successfully developing business that provides decent employment to the residents, and favorable conditions for living and recreation.

**By mid-2021, the following strategic objectives are planned for Mosty district:**

1. Promoting attraction of foreign and domestic investments to promising sectors of the district economy;

2. Preserving the labor potential of the district based on the development of business initiatives and support for entrepreneurship;

3. Creating conditions for the development of private agricultural production.

# Action Plan

The district sets the long-term strategic objectives from the point of view of its experience, challenges, needs and opportunities for the local economic development. Achieving these objectives will help develop the economy, attract investors, mobilize local business initiatives, and create jobs.

1. **Promoting attraction of foreign and domestic investments to promising sectors of the district economy**
	1. Developing a digital catalog of investment sites and an interactive map of land plots for business, posting them on the District Executive Committee website;
	2. Promoting an investment project on the furniture production;
	3. Developing a concept of the Neman Riverside and tourist infrastructure;

1.4. Participating in Oblast and international investment forums and other events.

1. **Preserving the labor potential of the district based on the development of business initiatives and support for entrepreneurship**

2.1. Establishing a district business support center;

2.2. Promoting business initiatives of the population, training and support for those interested in starting and running a business;

2.3. Creating an information and communication technology center;

2.4. Creating a single system of providing information and consulting on women's self-employment.

**3. Creating conditions for the development of private agricultural production.**

3.1. Defining a concept for the development of private agricultural production in the district and facilitating interaction between the agricultural actors of the district;

3.2. Training in the creation and management of agricultural production of goods and services in demand on the market;

3.3. Supporting the expansion of entrepreneurial activities in fruit and vegetable production on the basis of farms;

3.4. Holding district fairs of agricultural producers and participating in regional fairs*.*

# Financing Scheme

The main sources of funding the LEDP are as follows: budget resources, own and borrowed funds of companies (individuals), foreign investments, resources of banks, international technical assistance and foreign grants provided by international organizations for regional development, and other sources.

The total budget of the Plan is 842,910 euro. Under favorable conditions, the budget deficit is planned to be 1.30%. If necessary, individual projects proposed for implementation will be posted on the websites, submitted to the National Agency of Investments and Privatization and embassies in order to attract financial resources on mutually beneficial terms. The planned amounts of funds and financial resources are subject to correction (table 2).

# Monitoring Indicators and Mechanisms

The following possible risks were taken into account when developing the LEDP:

– demographic risks – connected with the outflow of the population, including the economically active population. Creating new industries, retraining of existing specialists, and increasing self-employment and wages will make it possible to preserve human capital and to attract it to the district;

– financial risks – connected with a possible decrease in the financial stability of individual business entities (a decrease in the amount of own funds for development) or failure of donors to fulfill their commitment; To mitigate such risks, the additional grant and donor funds and concessional loans will be attracted, and the planned projects will be replaced with the new ones;

– environmental risks, including changing weather conditions, such as temperature drops, drought, and heavy precipitation, which have a great influence on the cultivation of crops. In order to mitigate the risk – studying and changing the technological terms of growing crops in view of the changing climate in the region;

– legal risks – connected to a greater extent with the change in the legislation having a negative impact on the private business. In order to mitigate the risk, a wide-scale awareness campaign on changes in the legislation will be held;

– tax risks – unforeseen financial losses connected with the introduction of new types of taxes, increase in tax rates, and changes in the procedure and due dates for payment taxes.

The District Executive Committee will look for ways to overcome risks during the implementation of the LEDP. The LEDP implementation will be monitored every six months in accordance with the indicators and periodicity provided in Table 3.

**Table 1. Action Plan**

| **Building Blocks** | **Key Objectives** | **Activities /****project ideas** | **Duration****(start / end)** | **Participating Partners** | **Estimated****Cost,****BYN (EUR)** | **Monitoring indicators/ Indicators of an output and their target values** | **Results, indicators and their target values** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1. External Positioning and Marketing2. Land and Infrastructure3. Business-friendly, Transparent and Corruption-Free Administration4. Local Cooperation and Networking  | 1. Promoting attraction of foreign and domestic investments to promising sectors of the district economy | 1.1. Developing a digital catalog of investment sites and an interactive map of land plots for business, posting them on the District Executive Committee website | 01.07.2019-30.11.2020 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee  | 3700 BYN (1500 euro) | - at least 3 representatives of business and attracted experts have participated in the development of a digital catalog;- the catalog has been produced and posted on the website of the District Executive Committee; - at least 3 investment sites and land plots have been included in the catalog;- at least 10 views monthly. | **The result:** The awareness of the potential investors about the opportunities of the district has been raised. Comprehensive environment attracting investors has been developed (proposal + site + land plots).**Monitoring indicators of the result and their target values:** - at least 3 investors have expressed interest;- at least 3 meetings with potential investors have been held. |
| 1.2. Promoting an investment project on the furniture production | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; media | 1230 BYN(500 euro) | - the investment proposal has been developed, distributed and posted on the website of the District Executive Committee;- at least 20 views monthly;- the investment proposal has been sent to at least 10 foreign organizations;- at least 4 meetings with potential foreign and domestic investors on the presentation of the investment proposal have been held. | **The result:** The awareness of the potential investors about the opportunities of the district has been raised; their interest has increased. **Monitoring indicators of the result and their target values:** - at least 2 investors have expressed their interest;- at least 2 meetings with potential investors have been held. |
| 1.3. Developing a concept of the Neman Riverside and tourist infrastructure  | 01.07.2019-30.06.2021 | The District Executive Committee; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; media | 24,734 BYN (10,000 euro) | - a survey of residents of the district has been held;- at least 50 residents have participated in the survey;- at least 15 representatives of local authorities, business and the public have participated in the development of the concept;- the concept of the Neman Riverside and tourist infrastructure has been developed; - at least 2 equipped facilities;- at least 2 cultural and sports events aimed at promoting a healthy lifestyle is held annually;- each hosting 5000 participants at least. | **The result:** The tourist attractiveness of the district has increased.**Monitoring indicators of the result and their target values:** - at least 2% growth rate of tourism services;- at least 3000 positive feedbacks (according to the survey). |
|  |  | 1.4. Participating in Oblast and international investment forums and other events | 01.07.2019-30.06.2021 | The District Executive Committee; businesses | 19,780 BYN (8000 euro) | - at least 2 visited forums;- at least 10 business representatives have taken part in the forums and events;- at least 5 participants of each forum have expressed their interested in the proposed projects and the district as a whole. | **The result:** The image of the district as a territory attractive for investment has been created, and interregional and international relations have been established.**Monitoring indicators of the result and their target values**:- at least 3 meetings with potential investors have been held;- at least 2 foreign delegations have visited the district;- at least 2 agreements of intent have been signed. |
| 1. Regulatory and Institutional Framework2. Local Cooperation and Networking3. Business-friendly, Transparent and Corruption-Free Administration | 2. Preserving the labor potential of the district based on the development of business initiatives and support for entrepreneurship | 2.1. Establishing a district business support center | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee | 4950 BYN (2000 euro) | - the Business Support Center has been established;- at least 50 citizens have applied for advice;- at least 3 trainings annually. | **The result:** An institutional framework for the entrepreneurship development has been created **Monitoring indicators of the result and their target values:** - increase in the number of tourists – at least 1%;- at least 80% of entrepreneurs have received additional skills in doing business as a result of the activities (according to the survey). |
| 2.2. Promoting business initiatives of the population, training and support for those interested in starting and running a business | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses; media | 12,360 BYN(5000 euro) | - a program of training seminars has been developed;- at least 2 external experts have been invited;- at least 15 seminars, trainings and awareness days have been held;- each hosting at least 10 participants. | **The result:** Competencies of the residents on various issues of starting and doing business have been improved. **Monitoring indicators of the result and their target values:** - at least 80% of participants have improved their knowledge;- at least 5 grants have been issued for starting a business; - increase in the number of start-ups – at least 1%. |
| 2.3. Creating an information and communication technology center  | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center | 1,992,100 BYN(805,410 euro) | - the building for the Technology Center has been repaired and renovated;- equipment and training software have been purchased;- the interactive center on the basis of the Mosty district library has been created; - seminars, round tables, trainings, and conferences have been conducted. | **The result:** Competencies and business activity of the residents have been improved.**Monitoring indicators of the result and their target values:** - young people have gained access to new, high-tech-based forms of education, which allow them to obtain knowledge and information necessary for social, professional and personal development;- 90% of the participants have improved their competencies. |
| 2.4. Creating a single system of providing information and consulting on women's self-employment  | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses; media | 4950 BYN (2000 euro) | - at least 10 workshops, trainings and consultations have been conducted;- at least 2 external experts have been invited;- at least 3 visits to business entities organized by women and already engaged in business. | **The result:** The awareness of women on various issues of starting and doing business has been increased, and the basis for their self-employment has been created.**Monitoring indicators of the result and their target values:** - at least 80% of women have improved their knowledge (according to the survey); - at least 10 women have started their own business. |
| 1. External Positioning and Marketing2. Land and Infrastructure3. Business-friendly, Transparent and Corruption-Free Administration4. Local Cooperation and Networking | 3. Creating conditions for the development of private agricultural production | 3.1. Defining a concept for the development of private agricultural production in the district and facilitating interaction between the agricultural actors of the district  | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses | 7400 BYN (3000 euro) | - assessment of the market potential of the private agricultural sector (focus group) has been carried out;- at least 10 people have taken part in the development of the concept;- at least 1 external expert has been invited;- at least 7 representatives of local businesses engaged in agriculture have been attracted. | **The result:** The basis for the development of agribusiness and cooperation between agricultural producers of the district has been created. The opportunity to exchange experience has been obtained.**Monitoring indicators of the result and their target values:** - revenue from sales of agricultural products has increased by at least 3%. |
| 3.2. Training in the creation and management of agricultural production of goods and services in demand on the market | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses | 3710 BYN (1500 euro) | - at least 2 external experts have been invited;- at least 10 seminars, trainings and consultations on agriculture activities have been held;- study visits to other regions of Belarus to study their experience have been carried out (1 study visit for at least 5 participants);- study visits to foreign countries to study their experience have been carried out (1 study visit for at least 2 participants). | **The result:** Competence of the population on various issues of agricultural activity and management in accordance with market requirements has been improved.**Monitoring indicators of the result and their target values:**- at least 80% of participants have improved their knowledge (according to the survey);- at least 2 requests for the allocation of land plots have been submitted. |
| 3.3. Supporting the expansion of entrepreneurial activities in fruit and vegetable production on the basis of farms | 01.07.2019-30.06.2021 | The District Executive Committee; businesses; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses | 4950 BYN(2000 euro) | - at least 2 meetings with the stakeholders for defining the prospects for further development of the partnership have been held; - at least 3 visits to successful farms.   | **The result:** Conditions for the development of private fruit and vegetable production, as well as cooperation in the field of processing have been created.**Monitoring indicators of the result and their target values:** - at least 10 contracts between the agricultural actors have been signed;- at least 2 requests for the allocation of additional land plots have been submitted;- revenue from sales of agricultural products has increased by at least 3%. |
|  |  | 3.4 Holding district fairs of agricultural producers and participating in regional fairs | 01.07.2019-30.06.2021 | The District Executive Committee; Public Advisory (expert) Council for Entrepreneurship Development under the Mosty District Executive Committee; Business Support Center; businesses | 4950 BYN(2000 euro) | - at least 3 fairs are held in the district annually.- each hosting 10 participants at least;- the district’s enterprises have taken part in at least 2 regional fairs. | **The result:** Recognition of agricultural products produced in the district has been improved. Conditions for the integration and interaction of private agricultural actors and the development of local brands have been created.**Monitoring indicators of the result and their target values:** - 2% increase in sales;- 2% increase in agricultural exports.  |

**Table 2. Financing Scheme**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Actions** | **Estimated Cost, euro** |  | **Sources of financing** | **Funding gaps** | **Remarks** |
| **National programs** | **Local budget** | **Upper level budgets** | **Business** | **Donors** | **Other (specify)** |
| * + - 1. **Promoting attraction of foreign and domestic investments to promising sectors of the district economy**
 |
| 1.1. Developing a digital catalog of investment sites and an interactive map of land plots for business, posting them on the District Executive Committee website | 1500 |  | 500 |  |  |  |  | 1000 |  |
| 1.2. Promoting an investment project on the furniture production | 500 |  | 500 |  |  |  |  |  |  |
| 1.3. Developing a concept of the Neman Riverside and tourist infrastructure | 10,000 |  |  |  | 8500 |  |  | 1500 |  |
| 1.4 Participating in Oblast and international investment forums and other events | 8000 |  | 700 |  | 1300 |  |  | 6000 |  |
| **2. Preserving the labor potential of the district based on the development of business initiatives and support for entrepreneurship** |
| 2.1. Establishing a district business support center | 2000 |  |  |  | 2000 |  |  |  |  |
| 2.2. Promoting business initiatives of the population, training and support for those interested in starting and running a business | 5000 |  | 5000 |  |  |  |  |  |  |
| 2.3. Creating an information and communication technology center | 805,410 |  | 80,540 |  |  | 724,870 |  |  |  |
| 2.4. Creating a single system of providing information and consulting on women's self-employment | 2000 |  | 500 |  |  |  |  | 1500 |  |
| 1. **Creating conditions for the development of private agricultural production**
 |
| 3.1. Defining a concept for the development of private agricultural production in the district and facilitating interaction between the agricultural actors of the district | 3000 |  | 1000 |  | 2000 |  |  |  |  |
| 3.2. Training in the creation and management of agricultural production of goods and services in demand on the market | 1500 |  | 500 |  |  |  |  | 1000 |  |
| 3.3. Supporting the expansion of entrepreneurial activities in fruit and vegetable production on the basis of farms | 2000 |  | 500 |  | 1500 |  |  |  |  |
| 3.4 Holding district fairs of agricultural producers and participating in regional fairs | 2000 |  | 500 |  | 1500 |  |  |  |  |
| **Total** | **842,910** |  | **90,240** |  | **16,800** | **724,870** |  | **11,000** |  |

**Table 3. Monitoring plan in the context of the activities**

| **Actions /****project ideas** | **Duration (start / end)** | **Expected results****Months 1-6** | **Expected results****Months 6-12** | **Expected results****Months 12-18** | **Expected results****Months 18-24** |
| --- | --- | --- | --- | --- | --- |
| 1.1. Developing a digital catalog of investment sites and an interactive map of land plots for business, posting them on the District Executive Committee website | 01.07.2019 – 30.06.2021 | The information about investment opportunities of the district has been collected and analyzed. | The information has been systematized in the catalogue; The catalog has been posted on the website of the District Executive Committee. | At least 10 views monthly;At least 5 requests annually. | 3 meetings with potential investors have been held;At least 15 views monthly;At least 10 requests annually.**Completed: 30.06.2021** |
| 1.2. Promoting an investment project on the furniture production | 01.07.2019 – 30.06.2021 | The information for developing the investment project on the furniture production has been collected and analyzed. | The information has been analyzed and systematized; A land plot with the necessary infrastructure and production facilities has been defined;The investment proposal has been posted on the website of the District Executive Committee. | At least 5 views monthly;At least 2 requests annually. | At least 8 views monthly;At least 5 requests annually.3 meetings with potential investors have been held. **Completed: 30.06.2021** |
| 1.3. Developing a concept of the Neman Riverside and tourist infrastructure | 01.07.2019 – 30.06.2021 | The opinions of the residents and business representatives on the Neman Riverside infrastructure development have been studied;The information about developing the tourist infrastructure has been collected and analyzed. | A focus group with at least 10 participants has been conducted;The information has been analyzed and systematized; 2 facilities of tourist infrastructure have been defined. | Repair and construction work has been carried out; The facilities have been equipped and put into operation. | 2 cultural and sports events aimed at promoting a healthy lifestyle have been held;5000 people have taken part in the events;300 positive feedbacks;Tourism has grown by 2%. **Completed: 30.06.2021** |
| 1.4 Participating in Oblast and international investment forums and other events | 01.07.2019 – 30.06.2021 | The forum participants from the district have been identified;5 business representatives take part in the forum at least once a year. | The forum participants from the district have been identified;5 business representatives take part in the forum at least once a year. | The forum participants from the district have been identified;5 business representatives take part in the forum at least once a year. | The forum participants from the district have been identified;5 business representatives take part in the forum at least once a year; 2 agreements of intent have been signed.**Completed: 30.06.2021** |
| 2.1. Establishing a district business support center | 01.07.2019 – 30.06.2021 | The organization as the basis for establishing a district Business Support Center has been defined. | The Center has been established. | At least 20 persons have applied for advice; 2 training seminars have been held. | At least 50 persons have applied for advice; 2 training seminars have been held; At least 80% entrepreneurs have received additional skills in doing business as a result of the activities (according to the survey). **Completed: 30.06.2021** |
| 2.2. Promoting business initiatives of the population, training and support for those interested in starting and running a business | 01.07.2019 – 30.06.2021 | The opinions of the residents and the questions they are interested in on starting and doing business have been studied;40 persons have taken part in the survey. | The information has been systematized and analyzed;The program of training seminars has been developed;1 external expert has been invited; 5 seminars, trainings and awareness days have been held; 10 persons have taken part in each event;80% of participants have improved their knowledge; 2 grants have been issued for starting a business.  | 2 external experts have been invited; 10 seminars, trainings and awareness days have been held; 10 persons have taken part in each event;80% of participants have improved their knowledge; 3 grants have been issued for starting a business.  | 2 external experts have been invited; 15 seminars, trainings and awareness days have been held; 10 persons have taken part in each event;80% of participants have improved their knowledge; 5 grants have been issued for starting a business;The number of registered entrepreneurs has increased by 1%.**Completed: 30.06.2021** |
| 2.3. Creating an information and communication technology center | 01.07.2019 – 30.06.2021 |  | The necessary permits to start construction have been obtained.  | The required materials have been purchased;Repair work has started.  | The building for the creation of the Technology Center has been repaired and renovated;The equipment has been purchased; Training software has been purchased.The Center has been established.**Completed: 30.06.2021** |
| 2.4. Creating a single system of providing information and consulting on women's self-employment | 01.07.2019 – 30.06.2021 | The opinions of women on starting own business have been studied;30 women have participated in the survey. | The survey results have been analyzed;A focus group with at least 10 participants has been conducted;Building Blocks of trainings and consultations have been defined. | At least 5 workshops, trainings and consultations have been conducted; 2 external experts have been invited;1 business entity organized by women and already engaged in business has been visited; 80% of women have improved their knowledge (according to the survey); 5 women have started their business. | 10 workshops, trainings and consultations have been conducted; 2 external experts have been invited; 3 business entities organized by women and already engaged in business have been visited;80% of women have improved their knowledge; 5 women have started their business.**Completed: 30.06.2021** |
| 3.1. Defining a concept for the development of private agricultural production in the district and facilitating interaction between the agricultural actors of the district | 01.07.2019 – 30.06.2021 | The assessment of the market potential of the private agricultural sector (focus group) has been carried out;The opinions of the agricultural actors on the acute issues of cooperation have been studied;At least 10 persons have taken part in the survey. | The information has been analyzed and systematized; A focus group with at least 10 participants has been conducted;At least 10 persons have taken part in the development of the concept;1 external expert has been invited;At least 7 representatives of local businesses engaged in agriculture have taken part.  | The concept has been developed; The concept has been sent out to the rural councils for citizens and actively developing agricultural actors.  | Revenue from sales of agricultural products has increased by 3%.**Completed: 30.06.2021** |
| 3.2. Training in the creation and management of agricultural production of goods and services in demand on the market | 01.07.2019 – 30.06.2021 | The opinions of the agricultural actors on the acute issues of doing business have been studied;At least 10 persons have taken part in the survey. | The information has been analyzed and systematized; A focus group with at least 10 participants has been conducted;Building blocks of trainings and consultations have been defined. | 1 external expert has been invited;5 seminars, training and consultations on agriculture activities have been held; Study visits to other regions of Belarus to study their experience have been carried out (1 study visit for at least 5 participants);Study visits to foreign countries to study their experience have been carried out (1 study visit for at least 2 participants);80% of the participants have improved have improved their knowledge (according to the survey). | 2 external experts have been invited;10 seminars, training and consultations on agriculture activities have been held; Study visits to other regions of Belarus to study their experience have been carried out (1 study visit for at least 5 participants);2 persons have visited foreign countries to study their experience;80% of participants have improved their knowledge (according to the survey);At least 2 requests for the allocation of land plots have been submitted.**Completed: 30.06.2021** |
| 3.3. Supporting the expansion of entrepreneurial activities in fruit and vegetable production on the basis of farms | 01.07.2019 – 30.06.2021 | The opinions of the heads of farms on the acute issues of doing business have been studied;5 persons have taken part in the survey. | The information has been analyzed and systematized; A focus group with at least 10 participants has been conducted;2 meetings with the stakeholders for defining the prospects for further development of the partnership have been held. | 3 successful farms have been visited; 5 contracts between the agricultural actors have been signed.  | 10 contracts between the agricultural actors have been signed; At least 2 requests for the allocation of additional land plots have been submitted.**Completed: 30.06.2021** |
| 3.4 Holding district fairs of agricultural producers and participating in regional fairs | 01.07.2019 – 30.06.2021 | 2 fairs are held annually; 10 participants have taken part in one fair.  | 2 fairs are held annually; 10 participants have taken part in one fair;Enterprises of the district have taken part in one regional fair. | 2 fairs are held annually; 10 participants have taken part in one fair;Enterprises of the district have taken part in one regional fair. | 2 fairs are held annually; 10 participants have taken part in one fair;Enterprises of the district have taken part in 2 regional fairs;Sales volumes have increased by 2%;Agricultural exports have increased by 2%.**Completed: 30.06.2021** |
| **Total cumulative % of the total budget per each objective** |  | **0.6** | **30** | **60** | **100** |