



## **LOCAL ECONOMIC DEVELOPMENT PLAN**

**Municipality: Novogrudok District, Grodno Oblast**

**Country: The Republic of Belarus**

*Novogrudok district – a regional center of green economy*

This Plan was prepared with technical support from the Mayors for Economic Growth initiative of the European Commission. It was reviewed by staff of the World Bank and considered in line with the principles of the Mayors for Economic Growth initiative. Its content is owned by and remains sole responsibility of Novogrudok municipality.

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## **List of Abbreviations, Tables & Annexes**

### **List of Abbreviations**

<b>Abbreviation</b>	<b>Transcript</b>
M4EG	- The EU Initiative "Mayors for Economic Growth"
Plan	- Local Economic Development Plan
UNDP	- United Nations Development Program
GEF	- Global Environment Facility
FEZ	- Free Economic Zone

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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 EUR = 2.3553 BYN

## **Preface from the Chairman of the Novogrudok District Executive Committee**

Novogrudok district is one of the most beautiful districts of Belarus with unique history and landscape. This is a special land. Here, history is closely intertwining with modernity.

According to archaeological research, the history of the town begins at the end of the 10th century. 2019 will be marked by a memorable date of the 975th anniversary of the mention of Novogrudok in written sources. Situated on picturesque hills in the center of the Novogrudok Upland, the old part of the town has a unique look and extremely eventful history. Throughout the centuries, Novogrudok had extensive international connections, was at the epicenter of important historical events, the first capital of a powerful medieval state, the center of the Orthodox metropolia, the most important military-strategic outpost, and at the beginning of the 20th century, the provincial center. Witnesses of the glorious history of Novogrudok district are the numerous monuments of archeology, history and architecture.

The feat of the heroes of the Great Patriotic War and fellow countrymen who fulfilled their international duty became a continuation of the courage and valor of the defenders of Novogrudok Castle, which for hundreds of years was an impregnable stronghold on the path of foreign invaders.

Guests from near and far abroad come to worship the shrines of Novogrudok land and the genius of great countrymen. The names of many outstanding people are connected with Novogrudok land: Chancellor of the Grand Duchy of Lithuania (13th-18th centuries) Joachim Khreptovich, poets Adam Mickiewicz and Yan Chechet, artist YazepDrozdovich, and world famous scientist Boris Kita.

Today, Novogrudok is a dynamically developing district looking positively towards the future. One of the main priorities of our development is to build a strong economy. It can become strong due to the successful development of entrepreneurship and business initiative, and close interaction of the government, business community and civil society for the benefit of fair economic growth and employment. This will help create new jobs and replenish the budget, which will ultimately contribute to improving quality of life of the local population. It was for these purposes that this strategic Local Economic Development Plan of Novogrudok district was elaborated. We hope that its implementation will give an additional impetus to the development of the private sector in the district and will serve as a platform for its progressive development.

We have much to be proud of, and much remains to be done. We are open for dialogue and mutually beneficial partnership. Thanks to optimism, diligence and mutual support, our new successes are ahead.

We hope that during the visit to Novogrudok district, you will feel the beauty of our land, meet our hospitable people and bring new interesting proposals for cooperation.

Welcome to our amazing and unique land!

Anatoly Markevich

Chairman of the Novogrudok District Executive Committee

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## **Executive Summary**

Novogrudok district joined the EU Initiative "Mayors for Economic Growth" because of sharing the common goals and settings of local development for the purposes of the economic growth and job creation. The Local Economic Development Plan (hereinafter –the LEDP) was developed in conjunction with the already existing policy documents that determine the social and economic development of Novogrudok district. The distinctive feature of this document is the focus on the local economic growth, business initiative and entrepreneurship development. Representatives of local authorities, business community and civil society jointly took part in the LEDP development. To collect and analyze up-to-date information on the social and economic development of Novogrudok district, meetings with various target groups were held, as well as data from the national and local statistics were used.

As a result of the analysis, including SWOT analysis, the main competitive advantages of the district were identified, as well as the vision, objectives and activities to support current economic development priorities and the business sector of Novogrudok.

### **Competitive advantages:**

- availability of free niches in the local market of goods and services for the development of the small and medium-sized businesses in tourism and trade;
- unique natural and climatic conditions for the development of renewable energy;
- logistically favorable location for inclusion in different tourist routes;
- high tourist potential

### **Vision:**

Novogrudok district is a regional center of the green economy and the area of developed tourism, successfully using its historical, cultural, natural and human potential on the basis of strengthening business initiative and supporting entrepreneurship

### **Strategic objectives and activities in support of their implementation:**

#### **1. Attraction of investments and donor assistance for the development of the green economy of the district**

- 1.1 Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town;
- 1.2 Construction of a line for the polymer-sand production from solid waste (polymers);
- 1.3 Establishment of a non-profit organization (the Foundation) on the basis of public-private partnership for further development of the green economy;
- 1.4 Development and publication of the investment catalog on the basis of the strategy "Roadmap for an environmentally friendly territory".

#### **2. Entrepreneurship support and business initiatives strengthening**

- 2.1 Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen;
- 2.2 Revitalization of craft and entrepreneurial activities through thematic fairs;
- 2.3 Establishment of the Business Lady School;
- 2.4 Holding informational "Question-answer" meetings with local residents and entrepreneurs on starting and doing business.

#### **3. Promotion of the development of the tourist industry and its infrastructure**

- 3.1 Development of infrastructure in the recreational area of the Svityazyansky Reserve;
- 3.2 Development of tourist infrastructure in the historical center of the town;
- 3.3 Development and implementation of a strategy to promote the town and district as a tourist destination;
- 3.4 Establishment of an initiative group on tourism development.

The main sources of the LEDP financing are the local budget, private business and donor assistance. The total budget of the LEDP is 1,078,600 euro. The budget deficit is planned at 130,000 euro and considered as an incentive for additional funding search to implement the planned activities.

Monitoring of implementation of the Plan will be carried out on a half-year period basis.

## **Introduction**

Novogrudok district joined the EU Initiative "Mayors for economic growth" in 2017. As the member of the Initiative, the local authorities are committed to working closely with partners (the private sector, NGOs and civil society organizations) to create an enabling business environment and, as a result, to become active facilitators for economic growth and job creation in the private sector. Economic development is important and necessary for improving the quality of life of the population of the district.

Novogrudok district is located in the eastern part of Grodno Oblast bordering the districts of Grodno, Minsk and Brest Oblasts (Annex 1). The town of Novogrudok is located 150 km away from Minsk, 162 km - from Grodno, and 22 km - from the Novoyelnya railway station. The roads of regional importance cross the district. Novogrudok district differs from other districts of the Republic by its terrain which is officially considered a recreational and tourist merit (the altitude difference is 250 meters for only 22 km). The unique natural and climatic conditions of the district allow successful developing the wind power industry. As of 01.01.2018, 14 wind turbines were installed with a total capacity of 20.15 MW, and another 6 wind turbines with a capacity of 11 MW were installed in the district during 2018. The project "Green Economy" of the European Union and the Ministry of Natural Resources and Environmental Protection is also implemented in the district. Within this project, a wind power plant with a capacity of up to 2.5 MW near the settlement of Grabniki will be installed. This will allow to determine the wind energy efficiency in the Republic and to demonstrate its capabilities. Forests occupy 38% of the district's area.

There are 45.1 thousand people living in the district (49% men and 51% women). The town of Novogrudok is home to 29.5 thousand people, or 64.9% of the total district population, the village of Lyubcha – to 1 thousand people, or 2.4%. 14.8 thousand people or 33.7% live in rural settlements. The average age of the district's population is 40.8 years, including men – 37.8 years, and women – 43.3 years. As of 01.01.2014, there is a decrease in the population of the district; over the last 4 years the population has decreased by more than 1 thousand people or by 2.5% of the total population of the district. For the period 2014–2017, the rural population decreased by 1.5 thousand people or by 9.1% compared with 01.01.2014 because of the migration to the cities. The working age population decreased most of all. As of 01.01.2017, it amounted to 1.3 thousand people or 5.1% of the total number of working age population. One of the main reasons for the decrease of the working age population in the district is the migration of residents, including young specialists outside the district. As of 01.01.2018, the official unemployment rate was 0.6% and the tension in the labor market was 0.8%.

In accordance with the obligations of the signatory of the Initiative "Mayors for Economic Growth", and for these purposes, this LEDP was developed. Its goal is to support entrepreneurship and business initiatives for the benefit of creating new jobs, stopping migration, increasing the incomes of the population and improving the quality of life. The LEDP has been developed in conjunction with the Plan for Social and Economic Development of Novogrudok district for 2016–2020, with the Social and Economic Development Forecast for 2019–2021, with the Development Plan for 2018, with the Concept of the Area-Based Development of the district (elaborated within the EU/UNDP project "Support to Local Development in the Republic of Belarus", 2016). In turn, the Local Economic Development Plan is not exhaustive and covers all aspects of the district's development, but complements other plans to support small and medium-sized businesses, and the interaction of the government, business community and civil society for the benefit of the economic growth.

In order to collect and analyze the current and objective information on the social and economic development of Novogrudok district, the meetings were held with various target groups. The data of national and local statistics, the results of opinion polls and expert consultations were also collected and used.

The funds for the LEDP implementation will be provided by the business entities, local budget and anticipated donor assistance.

## **1. Process of developing Local Economic Development Plan**

According to the M4EG Concept, the representatives of the public and private sectors took part in the development of the Plan. The LEDP was developed in view of the principles of participativity, inclusiveness, integration, consistency, and flexibility.

The key issues of the local economic analysis, action planning and identification of funding sources were discussed at the meetings of the Council for Entrepreneurship Development under the Novogrudok District Executive Committee (hereinafter – the Council) (Annex 2). To develop the Plan, a drafting team was created. It consists of 5 members including those representing the Economic Department of the District Executive Committee and individual members of the Council (Annex 3). The LEDP development was initiated in October 2017.

Helena Selevich, Vice-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, provided methodological support and coordinated work on developing the LEDP.

Four meetings were held with the target groups during the Plan development. The conclusions and proposals were discussed at the meetings of the drafting team which were held on a monthly basis. As required, the specialists of the departments of the District Executive Committee (the Office for Labor, Sports and Tourism Department, Statistical Department, etc.), members of the action team for the development of the passport for the area-based development, and representatives of the Center of support of Entrepreneurship were involved in the discussion.

The most complex and important issue during the discussions was the funding of the planned activities within the LEDP.

## **2. Local Economic Analysis**

### **2.1. Analysis of Local Economic Structure**

Novogrudok district is a district with a developed agro-industrial complex. The industry of Novogrudok district is represented by 10 major organizations: Dairy Company "Novogrudok Gifts" OAO, Novogrudok Gas Equipment Plant OAO, Leor Plastic Joint Venture OOO (food trade), ProvitBel OOO (frozen processed foods and vegetable mixes), Novogrudok Winery OAO – a branch of "ALGON" Dyatlovo Distillery OAO, Novogrudok Bakery OAO – a branch of Grodnohlebprom OAO, Belkredo OAO (sewing production), Novogrudok Metalware Plant OAO, JSC Novogrudok Overalls Factory OOO, and Novogrudok Combine of Consumer Services of Population KUP. The district specializes in the food, light and metalworking industries, which allows employment for more than 4,200 people. In 2017, the industrial enterprises of the district produced products (works, services) in actual selling prices, including the cost of give-and-take raw materials, at the amount of 295.6 million BYN. The industrial output in actual prices has increased by 11.2% compared to 2016. The index of the physical volume of industrial production by the set of representative goods was 100.4% with the forecasted level of 102.7%. The district accounts for more than 3% of the volume of the Oblast industrial production. The products of Novogrudok enterprises are in demand and widely known not only in our country, but also abroad. About 40% of manufactured products are exported to 28 countries of near and far abroad. The volume of exports of the district in 2017 amounted to 75.3 million US dollars.

Despite the leading role of industry, agriculture remains an important economic sector for the district. The agricultural enterprises of Novogrudok district specialize in the production of grain, rapeseed, sugar beet, potato, feed for the livestock sector, and flax. In view of the emerging market situation, agricultural production (in particular, the cultivation of agricultural and horticultural crops) is becoming an attractive area for small and medium-sized businesses (7 new farms were registered in 2017).

By early 2018, 339 microenterprises, 32 small enterprises, 11 medium-sized and 11 large enterprises operated in the district; there were also 64 non-profit organizations (Annex 4). The majority of the district's enterprises are the microenterprises. Their main areas of activity are trade (32.1%), transport (20.9%), industry (10.9%), and agriculture (9.7%) (Annex 5). Large enterprises operate in agriculture and industry.

The private sector enterprises are presented in Annex 6. It is also worth noting that the private business of the district is represented by 1060 individual entrepreneurs, who are mainly engaged in trade, transport, construction and provision of household services. 322 persons, 229 craftsmen and 22 farmsteads are indexed by the inspection of the Ministry of Taxes and Levies of the Republic of Belarus in Novogrudok district on a declarative basis without state registration.

The district is actively working to attract foreign investment. Currently, 26 enterprises with foreign capital are registered in the district, including 19 enterprises registered in the period from 2012 to 2017 with the capital from UK, Poland, Israel, and Russia. 15 foreign enterprises are operating and are dynamically developing.

Over the past 5 years, the energy sector, including wind power and solar energy, is the most effective sector in the district. There are 17 wind turbines installed and functioning in the district today, 10 of which are owned by private business. There is a solar station of 1.25 MW as well. The capacity of the green energy sector of the district is 27.9 MW (32.7% of the total national capacity, and 83.3% of the total Oblast capacity). Enterprises producing fish and vegetable products (annual turnover is more than 20 million euro, 580 people employed) and frozen processed foods (annual turnover is more than 10 million euro, 440 people employed) are large rapidly developing private enterprises. Their share in total production is more than 25%.

The industries providing the population with goods and services are developing at a dynamic pace in the district. As a result, retail store networks are opening, the physical infrastructure is being updated, the facilities, new forms and methods of selling goods and services are developing, and new types of services are being introduced. On January 1, 2018, there were 256 stores, 103 kiosks, 4 shopping centers and 2 markets in the district. The private business is dynamically developing in this industry. It accounts for more than 95% of all enterprises in the industry and more than 80% of the retail turnover of the district. In November 2017, the shopping center HOLIDAY with an area of 2.7 thousand m<sup>2</sup> was open. It will house public catering and consumer service facilities. Also, large organizations such as Marco-Service OOO, BELEVROSET IOOO, PATIO ZAO, ComRadTorg ODO, Trade House Laguna TDUP, Formel OOO, TVK Retail OOO, and PATIO plus OOO, will have an opportunity to sell a wide range of household appliances, clothing, footwear, communication products, household goods, etc.

During the past 2 years, the small enterprise specializing in the production of meat and sausage products has been growing rapidly. This enterprise has 25 employees. The annual production totals to 1500 thousand BYN.

The problems of development of the economy are the following: insufficient technological level of some industries with a share of state property; depreciation of facilities of operating enterprises; a shortage of specialists with special and vocational education (each fourth job offer comes from an industrial enterprise); insufficient level of competence in the promotion of goods on the domestic and foreign markets; insufficient diversification of sales markets.

The growing sectors are: energy, industry, tourism, and trade (Annex 7). The main problems that can be solved with greater engagement are as follows:

**Energy** – attraction of investments and donor assistance, job creation, tax revenues, improvement and development of the infrastructure of the adjacent areas, and reduction of CO<sub>2</sub> emissions;

**Industry** – employment, attracting investments, growth of production and exports, tax revenues, improvement and development of the adjacent areas. With the modernization of the existing production, it is possible to increase the production volumes, to launch the manufacture of innovative products, which will increase labor productivity and ensure the growth of wages;

**Tourism** – promotion of employment, growth of service exports, development of tourism infrastructure, and tax revenues;

**Trade** – attracting foreign and mobilizing domestic investment, employment growth, increase in tax revenues, landscaping, and increase in turnover.



## **2.2. Local Cooperation and Networking**

Local Cooperation and Networking in the district is organized in several forms (Annex 8).

The main form of cooperation of business representatives and the authorities is the Council for Entrepreneurship Development. This Council is headed by the Chairman of the Novogrudok District Executive Committee. The Council meets at least once a quarter. The main themes for discussion at the meetings are the conditions for development of entrepreneurship, increase of the competitiveness of local businesses, creation of conditions for permanent dialogue of business and government at the local level, and possibility of implementation of business projects. The problems arising in business are also discussed at the meetings with the invitation of stakeholders.

Since 2009, the Center of support of Entrepreneurship (2 members) has been operating. In 2017, the consulting services were provided to: 50 individual entrepreneurs, 61 unemployed and 18 individuals. One seminar hosting 33 stakeholders has been conducted. However, the range of advisory services is very limited. Basically, the staff of the Center provides assistance in registration and liquidation of legal entities and development of business plans.

Since 2017, the action team for the area-based development of Novogrudok district has been working, which includes representatives of the District Executive Committee, village councils, enterprises and organizations of the district, public organizations, etc. The competence of the team includes the analysis of the situation in the district from the point of view of the local community, the main acute issues, the development of measures to address them, as well as further monitoring of implementation of the activities included in the passport of the area-based development. It is worth noting the high level of activity and initiative of the members of the team, which continue to work on the promotion and implementation of initiatives aimed at solving the existing local issues, including economic ones.

The Public Council of Novogrudok District is actively working with the support of the District Executive Committee. It includes representatives of the District Executive Committee, veterans, public organizations, etc. (the Council consists of 9 members). The main tasks of the Council are the interaction of the District Executive Committee with the citizens and public associations to put forward proposals for the solution of the existing social and economic and social and political issues in the district; the study of public opinion on the key social and economic and social and political issues discussed at the local level and affecting the interests of the majority of the population of the district and taking it into account when making management decisions, etc.

At the same time, there is a lack of close cooperation between state authorities and representatives of the private sector. Business representatives do not always actively express their comments and make suggestions. It is worth noting that a necessary condition for successful cooperation in different fields is a mutual interest and the confidential relationship of the parties.

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

The basic form of the citizens' involvement in Novogrudok district is informing the citizens on the adoption of certain managerial decisions by the authorities. The district authorities post information on the website of the Executive Committee and websites of other government agencies, publish it in the district media, put it on message and information boards. There are special sections for business entities on the website of the District Executive Committee ("Trade and services," "Small business and entrepreneurship", "Investments", "Free Economic Zone", etc.). The information on the auctions for the sale of unused property is published in the media.

Administrative procedures are conducted on the basis of one-stop-shop concept, which allows submitting the applications by the interested parties for the implementation of administrative procedures and issuing administrative decisions on them in one place. In addition, the specialists of the one-stop-shop service are advising the applicants on the administrative procedures.

The participation in the form of applications of citizens and legal entities is developed in the district. The residents use this form to bring their ideas, needs and demands to the attention of the authorities. In order to ensure the work with citizens' applications, schedules of the admission of citizens by officials of the local government have been established in the district. The residents have an

opportunity to convey their ideas at the field sessions with the participation of representatives of the authorities, at the meetings with deputies, through the institute of headmen, and at the days of awareness. Records of citizens' applications are being kept and the necessary measures are being taken to implement them. The anti-corruption commission under the Novogrudok District Executive Committee is functioning.

However, the information is often provided to the private sector in the form of a publication or citation of specific paragraphs of legal acts, without examples of their application and comments. It is necessary to provide such forms of interaction which support the application of legislation in practice in specific business situations.

## **2.4. Access to Finance**

There are 5 banks offering investment programs for financing businesses of all levels and providing loans to small and medium-sized businesses in the district. Businesses can also benefit from public financial support that may be provided at the expense of the Belarusian Fund for Financial Support of Entrepreneurs, the Small and Medium Entrepreneurship in Belarus State Program for 2016-2020, and the innovation Fund of the Grodno Oblast Executive Committee. In addition to this, unemployed citizens are granted subsidies for starting their own business.

The current information on funding is available on the official website of the Novogrudok District Executive Committee and in the media. The entities also receive information about funding opportunities when applying for state registration.

However, funding is not always available for every entity. Lending conditions are not always beneficial (high interest rates, insufficient amounts of loans for business development, refusal to grant loans to newly established enterprises and entrepreneurs). There are no long-term investment loans (more than 5 years).

Alternatively, the private business can benefit from financing from the Development Bank of the Republic of Belarus OAO. Recently, the Development Bank of the Republic of Belarus has developed a new line in support of regions and women's entrepreneurship. Funding can also come from the donors of international technical assistance (the main donor is the European Union) and from the funds and specialized agencies within the United Nations programs.

## **4. Land and Infrastructure**

Thanks to the positive trends in the development of entrepreneurship in recent years, the demand for land resources, capital structure and infrastructure is increasing.

Work is being carried out on an ongoing basis to put into use the unused assets through the auctioning. The list of such assets is constantly updated and is available for the business on the official website of the Executive Committee, in the local newspaper and on local television. In order to comply with the interests of the business, the price of the assets not sold at full price are reduced gradually to the level of possible purchase (a reduction of 20%, 50%, and 80%). The only condition of sale is putting in use the acquired asset within a certain period (e.g. within 4 years from the date of signing the sales agreement).

Subject to availability, the spaces are leased out at the rate set up by applying a number of lowering coefficients in accordance with the requirements of the legislation of the Republic of Belarus.

Land plots are being permanently allocated to be provided to business entities on a lease basis. In early 2018, six land plots were allocated (for car repairs, ritual services, manufacturing, retail trade, etc.).

Part of the territory of the town is included in the free economic zone Grodno invest. Due to distrust of preferences and strict requirements to the residents, business entities do not register as FEZ residents.

Representatives of the private sector also comment on the fact that the buildings and plots offered for sale not always meet their needs (improper purpose and size of the plots, poor condition and location of real estate, lack of infrastructure or communications). Currently, the local authorities try to take into

account the interests and study the needs of the private sector (Annex 9) when developing proposals and allocating land plots.

## **2.6. Regulatory and Institutional Framework**

Registration of both individual entrepreneurs and enterprises is carried out on an application basis on the day of filing. A set of necessary documents for state registration is minimal. There is also a possibility of electronic registration through the web portal. The negative aspect is the duration of the liquidation procedure (the minimum period is 2 months).

As necessary and in cases of significant changes in legislation, the staff of the departments of the District Executive Committee, as well as other state bodies, holds thematic seminars where representatives of business entities can receive explanations and advice on relevant topics.

The Executive Committee offers a one-stop-shop service, which accepts applications for 48 administrative procedures with respect to business entities. Basically, these procedures last 15-30 days.

In some fields the implementation of the procedures still requires numerous documents and approvals from various authorities having a negative impact on the development of business initiative (Annex 10). These areas are construction, certification and licensing. The local administration can't change the situation as such matters are beyond its competence. However, the local authorities can provide applicants with an adequate information support for the implementation of certain procedures, explanations of legislation and advice on emerging issues.

## **2.7. Skills and Human Capital, Inclusiveness**

The implemented measures to promote employment in 2017 allowed the Labor Office to employ 1697 people, including 1091 having the status of unemployed. 70 unemployed were provided vocational training, 13 unemployed were subsidized to start entrepreneurial activities. It is worth noting such forms of work of the departments of the District Executive Committee for the promotion of employment as the provision of temporary employment for students, involvement of disabled people in working activities, creation of student workplaces on a contractual basis between employees and the local authorities, and employment of the unemployed for acquiring practical work experience.

The most demanded blue-collar jobs in the district are drivers – 6.8%, builders – 3.5%, cooks – 3%, sales persons – 4.7%, seamstresses – 4.7%, line operators – 4.3%, and packers of canned products – 2.1% (of the total number of reported vacancies). The most demanded white-collar jobs are accountants – 3%, engineers – 3.8%, doctors – 5.1%, veterinary doctors – 1.7%, master workmen and supervisors (different services) – 11.9%, and teaching staff – 2.1%. In view of the rapid development of the energy sector, the demand for specialists in the field of renewable energy and rational use of natural resources will be increased (Annex 11).

There are 32 educational establishments in the district, including 2 establishments of secondary and 1 of special and vocational education. These institutions largely meet the demand for builders, cooks, sales persons, seamstresses, accountants, economists, and specialists in agriculture (Annex 12). From 1 September 2018, the Novogrudok State Agrarian College will begin training in the new specialty "Environmental protection and rational use of natural resources".

The absence of acute shortage of personnel in leading and priority sectors of the economy is worth noting. The system of education of the district responds to the rapid development of certain industries and begins training for new professions. Subject to the further development of the tourist industry in the district, there may be a need for guides, translators and service workers (in hotels, cafes, and restaurants) speaking foreign languages. Retraining and improving the qualifications of the existing personnel will allow solving this problem within the shortest period of time.

## **2.8. External Positioning and Marketing**

Novogrudok district has a number of features that favorably distinguish it from other districts of the Oblast. According to the study conducted within the EU/UNDP project "Support to Local Development in the Republic of Belarus", the majority of the population perceives the district as a rapidly developing, promising and leading in certain spheres of life. The respondents associated the key features

of the district with its history and availability of cultural and historical sites in the district. The residents and guests of the town note that Novogrudok is a well-known tourist destination not only in Belarus, but also abroad (Annex 13).

Currently, it is an evolving tourist center and a priority destination of international tourist flows. The main directions of tourism development in Novogrudok district are historical, educational, religious, sports tourism, and agroecotourism.

There are more than 80 objects of historical and cultural heritage and unique natural sites in the district, most of them are included in tourist routes. However, the available opportunities are underutilized. This is hampered by the insufficient information work on the promotion of the created tourist product, and lack of competences of specialists in tourism marketing. It is also necessary to focus efforts on improving tourist infrastructure. There are not enough offers for tourist accommodation in the district, which limits the opportunities for growth of tourist flows and determines a short-term, "transitional", way of visiting the district by an absolute majority of tourists which significantly reduces the economic benefit of tourism development.

The second distinctive feature of the district which makes it recognizable in the business community is the development of renewable energy sources. Novogrudok district is unique in its natural and climatic conditions, which allows developing renewable energy in the district. The district occupies a leading position in the Republic in the generating renewable energy. The research has been carried out and a "roadmap" has been developed for further use of renewable energy sources, which will significantly contribute to attracting investments and opening new enterprises in the energy sector.

### **3. SWOT analysis**

#### **Strengths:**

- considerable experience in the use of renewable energy sources (Novogrudok district accounts for more than 50% of the wind energy generated in the country) and attracting donor assistance for the development of the green economy (5 major projects were implemented);
- rich tourist potential in view of the rich historical past (Novogrudok is the first capital of the Grand Duchy of Lithuania, and the small birthplace of A. Mickiewicz) and the unique nature (the terrain, and Lake Svityaz);
- availability of perspectives for the development of the small and medium-sized businesses (allocation of subsidies, availability of free premises and land plots offered to business entities, high demand for certain types of services and goods, in particular for tourist services, accompanying accommodation and catering services, and handmade souvenirs).

#### **Weaknesses:**

- underdeveloped tourism infrastructure (shortage of accommodation and public catering facilities, poor state of many tourist attractions alongside the tourist routes);
- small number of initiatives by the private sector aimed at expanding the range and quality of tourist services;
- lack of qualified local personnel in renewable energy;
- migration of the working-age population;
- weak motivation for doing business, and lack of competence among the population in this field.

#### **Opportunities:**

- entering the FEZ;
- prospects for including the district in the area of Grodno Oblast, which is subject to a visa-free entry for foreign nationals;
- support for small and medium-sized businesses by the state (Decree No.7 of 23.11.2017 "On the Development of Entrepreneurship", Decree of the President of the Republic of Belarus No.345 of 22.09.2017 "On the development of trade, public catering and consumer services");
- assignment of Novogrudok to the category of small towns, in which, according to legislation, additional concessional terms for investors are provided;

- positive image and reputation of a green town;
- significant demand for tourist services and accompanying accommodation, catering and retail services.

**Threats:**

- change of state policy with regard to renewable energy;
- "seasonality" in the tourist industry;
- competition with neighboring areas (Lida and Karelich) in tourism;
- change of the financial and credit system, and increase in tax rates.

**Competitive advantages:**

- availability of free niches in the local market of goods and services for the development of the small and medium-sized businesses in tourism and trade;
- unique natural and climatic conditions for the development of renewable energy;
- logistically favorable location for inclusion in different tourist routes;
- high tourist potential.

## **4. Vision and Objectives**

**Vision:**

**Novogrudok district** is a regional center of the green economy and the area of developed tourism, successfully using its historical, cultural, natural and human potential on the basis of strengthening business initiative and supporting entrepreneurship.

**Objectives:**

- Attraction of investments and donor assistance for the development of the green economy of the district;
- Entrepreneurship support and business initiatives strengthening;
- Promotion of the development of the tourist industry and its infrastructure.

The district sets the long-term 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 14-25), which is going to be implemented in 2019-2020.

### **1. Attraction of investments and donor assistance for the development of the green economy of the district**

- 1.1 Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town;
- 1.2 Construction of a line for the polymer-sand production from solid waste (polymers);
- 1.3 Establishment of a non-profit organization (the Foundation) on the basis of public-private partnership for further development of the green economy;
- 1.4 Development and publication of the investment catalog on the basis of the strategy "Roadmap for an environmentally friendly territory".

### **2. Entrepreneurship support and business initiatives strengthening**

- 2.1 Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen;
- 2.2 Revitalization of craft and entrepreneurial activities through thematic fairs;
- 2.3 Establishment of the Business Lady School;
- 2.4 Holding informational "Question-answer" meetings with local residents and entrepreneurs on starting and doing business.

### **3. Promotion of the development of the tourist industry and its infrastructure**

- 3.1 Development of infrastructure in the recreational area of the Svityazyansky Reserve;
- 3.2 Development of tourist infrastructure in the historical center of the town;
- 3.3 Development and implementation of a strategy to promote the town and district as a tourist destination;
- 3.4 Establishment of an initiative group on tourism development.

## **6. Financing Scheme**

The main funding sources for the Plan are the budgetary funds (both local and upper-level, including state programs), the proprietary funds of business entities, donor assistance (both approved grants and applications under consideration at the time of approval of the Plan). The total budget of the Plan is 2,540,475 Belarusian rubles (1,078,600 euro), the budget deficit – 306,180 Belarusian rubles (130,000 euro) (Table 2).

The financial risks of ensuring the implementation of the LEDP activities are associated with a change in amount of financing of infrastructure projects by business entities. Part of financing of activities depends on winning the tenders for grants of various donors. There are donor organizations operating and several long-term projects of international technical assistance being implemented in the Republic of Belarus (cross-border cooperation programs "Lithuania-Latvia-Belarus" and "Poland-Ukraine-Belarus", UNDP projects aimed at facilitating development at the local level and supporting entrepreneurship, and grants of the Global Environment Facility for environmental issues). Their priority objectives are consistent with the objectives of this Plan.

## **7. Monitoring Indicators and Mechanisms**

The district Administration will look for ways to overcome risks and monitor the implementation of the Plan every half-year in accordance with the indicators and periodicity provided in Table 3.

When planning, the certain risks of implementing LEDP were taken into account. These are primarily financial risks. They are associated with the possibility of donors' refusal to provide financing and reduction in funding from the local budget and private sector, in particular for such activities as "Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town", "Construction of a line for the polymer-sand production from solid waste (polymers)", "Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen", "Development of infrastructure in the recreational area of the Svityazyansky Reserve", and "Development of tourist infrastructure in the historical center of the town".

A possible way to mitigate financial risks is to find new forms of financing. An alternative financial tool can be crowdfunding platforms – online platforms used to host and promote projects on the Internet. There are several models, such as: crowdfunding for profit, crowdfunding, and charitable and social crowdfunding. The latest model is the most common in Belarus today. It includes Ulej.by and Talaka.by platforms, which help to find assistants, experts, partners and sponsors for the implementation of projects, but they do not provide financing themselves. There is also a crowdfundingplatform Investo.by in Belarus, which is a universal platform for funding various projects – both creative and technology. Investo provides an opportunity to invest in startups and collect the required amount for the implementation of projects.

**Table 1. Action Plan**

<i>Building Blocks</i>	<i>Key Objectives</i>	<i>Actions / project ideas</i>	<i>Duration (start / the end)</i>	<i>Participating Partners</i>	<i>Estimated Cost,</i>	<i>Monitoring indicators / Indicators of an output and their target values</i>	<i>The results, indicators and their target values</i>
1. Land and Infrastructure 2. External Positioning and Marketing 3. Local Cooperation and Networking 4. Skills and Human Capital, Inclusiveness 5. Access to Finance	1. Attraction of investments and donor assistance for the development of the green economy of the district	1.1 Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town	January 2019 – December 2020	The District Executive Committee, the unitary communal enterprise of Novogrudok district; UNDP/GEF	883,200 BYN (375,000 euro)	- the number of installed energy efficient products of street lighting, and SMART metering devices	<b>The result:</b> the conditions to reduce the cost of electricity and heat have been created <b>Indicators:</b> the amount of attracted investments (about 23,500 euro per year); the amount of investments attracted to the economy is 375,000 euro; annual savings due to the reduction of consumption of fuel and energy resources are 23,500 euro per year at least
		1.2 Construction of a line for the polymer-sand production from solid waste (polymers)	January 2019 – December 2020	The Novogrudok District Executive Committee, European Commission; the Dyatlovo District Executive Committee, the Karelichy District Executive Committee, the Iwye District Executive Committee	581,700 BYN (247,000 euro)	- a production line for the full processing of solid domestic waste and reducing the number of SDW landfills	<b>The result:</b> the new production has been established <b>Indicators:</b> the amount of investments attracted to the economy (247,000 euro); at least 10 new jobs have been created;
		1.3 Establishment of a non-profit organization (the Foundation) on the basis of public-private partnership for further development of the green economy	January 2019 – December 2019	The Novogrudok District Executive Committee, European Commission; the Dyatlovo District Executive Committee, the Karelichy District Executive Committee, the Iwye District Executive Committee	17,000 BYN (7,200 euro)	- the Charter of the Foundation has been developed and its state registration has been carried out; - at least 9 members of the Foundation (representatives of the authorities – 4, business community – 2, civil society – 2)	<b>The result:</b> the conditions for attracting investments and donor assistance for the development of the green economy in the district, as well as for the promotion and implementation of green initiatives of the local community have been created <b>Indicators:</b> the number of events initiated and carried out by the Foundation (at least 1 per quarter)

<i>Building Blocks</i>	<i>Key Objectives</i>	<i>Actions / project ideas</i>	<i>Duration (start / the end)</i>	<i>Participating Partners</i>	<i>Estimated Cost,</i>	<i>Monitoring indicators / Indicators of an output and their target values</i>	<i>The results, indicators and their target values</i>
		1.4 Development and publication of the investment catalog on the basis of the strategy "Roadmap for an environmentally friendly territory"	January– March 2019	The Novogrudok District Executive Committee, Charity Fund "We and our city"	3,000 BYN (1300 euro)	- the number of developed investment proposals (at least 15); - the number of printed copies of the catalog (at least 500); - the number of the recipients (at least 500)	<b>The result:</b> the conditions for attracting potential investors and developing the green economy have been created <b>Indicators:</b> the number of applications of potential investors (at least 5 per year)
1. Local Cooperation and Networking 2. Regulatory and Institutional Framework 3. Land and Infrastructure	2 Entrepreneurship support and business initiatives strengthening	2.1 Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen	April 2020 – October 2020	The Novogrudok District Executive Committee, businesses and craftsmen	94,200 BYN (40,000 euro)	- the number of the equipped trading facilities (at least 5)	<b>The result:</b> the favorable conditions for the development of craftsmanship and entrepreneurship have been created <b>Indicators:</b> the number of actors using the trading facilities (at least 5); the growth rate of retail turnover – 120%
		2.2 Revitalization of craft and entrepreneurial activities through thematic fairs	April 2019, December 2019, April 2020, December 2020	The District Executive Committee, businesses and craftsmen (of Novogrudok and neighboring districts)	25,550 BYN (10,000 euro)	- the number of fairs (at least 4); - each hosting 12 participants at least.	<b>The result:</b> the conditions for the development of craftsmanship and entrepreneurship, and improvement of the town image have been created <b>Indicators:</b> the number of visitors – at least 2,000, the proceeds from the sale of goods and services for 1 day of the fair – at least 10,000 BYN
		2.3 Establishment of the Business Lady School;	January 2019 – December 2020	The District Executive Committee, Center of support of Entrepreneurship, business entities	7000 BYN (3000 euro)	- the number of graduating classes (at least 4); - the number of participants (at least 5 in each group)	<b>The result:</b> a basis for obtaining the necessary competencies by women wishing to engage in craftsmanship and entrepreneurship has been created <b>Indicators:</b> the number of school leavers engaged in craftsmanship/entrepreneurship (at least 3 from each graduating class)
		2.4 Holding informational "Question-answer" meetings with local residents and entrepreneurs on starting and doing business	January 2019 – December 2020	The District Executive Committee, Center of support of Entrepreneurship, business entities	235 BYN (100 euro)	- the number of meetings (at least 1 per quarter); - the number of participants (at least 15 in each meeting); - the number of questions sent to prepare for each meeting (at least 15 questions)	<b>The result:</b> the awareness of local entrepreneurs in doing business has been raised <b>Indicators:</b> at least 25 applications from citizens regarding business registration per month; at least 30 positive responses from operating businesses every six months



<i>Building Blocks</i>	<i>Key Objectives</i>	<i>Actions / project ideas</i>	<i>Duration (start / the end)</i>	<i>Participating Partners</i>	<i>Estimated Cost,</i>	<i>Monitoring indicators / Indicators of an output and their target values</i>	<i>The results, indicators and their target values</i>
1. External Positioning and Marketing 2. Local Cooperation and Networking 3. Land and Infrastructure 4. Regulatory and Institutional Framework	3. Promotion of the development of the tourist industry and its infrastructure	3.1 Development of infrastructure in the recreational area of the Svityazyansky Reserve	January 2019 – December 2020	The District Executive Committee, Svityazyansky Reserve; business entities	235,530 BYN (100,000 euro)	- the number of equipped / created tourist infrastructure facilities (at least 4)	<b>The result:</b> the favorable conditions for business development in recreational tourism within the reserve have been created; the tourist attraction of the territory has been increased <b>Indicators:</b> the number of business entities carrying out activities within the reserve (at least 10 annually); the number of tourists visiting the reserve (at least 20,000 per year)
		3.2 Development of tourist infrastructure in the historical center of the town	January 2019 – December 2020	The District Executive Committee, actors of the tourist industry (travel agencies, accommodation and catering facilities, museums, and art gallery)	678,300 BYN (288,000 euro)	- the number of created / restored objects (at least 1 per year); - the number of new tourist services provided within the historic center of the town (at least 1 every six months)	<b>The result:</b> the quality and amount of services provided to tourists have been increased, the tourist infrastructure of the town has been improved <b>Indicators:</b> the number of tourists visiting tourist sites in the historical center of the town (at least 40,000 per year)
		3.3 Development and implementation of a strategy to promote the town and district as a tourist destination	January 2019 – December 2020	The District Executive Committee, actors of the tourist industry (travel agencies, accommodation and catering facilities, museums, and art gallery)	16,500 BYN (7000 euro)	- the strategy has been developed; - the number of held events (at least 8 per year); - the number of publications in the mass media is at least 35 per year; - the number of the recipients of the promotional materials (at least 500)	<b>The result:</b> an integrated system platform for the development of tourism on the basis of expanding business activities has been created <b>Indicators:</b> the growth rate of exports of tourist services (at least 115% per year); the number of tourists (at least 70,000 per year) visiting the town and district
		3.4 Establishment of an initiative group on tourism development	January-June 2019	The District Executive Committee, Center of support of Entrepreneurship, business entities engaged in tourism	-	- the number of members of the group (at least 8); - the number of meetings (at least 3 every six months); - the number of initiatives for funding (at least 2 per year)	<b>The result:</b> conditions for active interaction between the public and private sectors at the local level have been created with a view to solving the topical problems of the tourist industry of the district <b>Indicators:</b> the number of implemented initiatives (at least 1 per year)

**Table 2. Financing Scheme**

<i>Actions</i>	<i>Estimated Cost</i>	<i>Sources of financing</i>						<i>Funding gaps</i>	<i>Remarks</i>
		<i>National programs</i>	<i>Local budget</i>	<i>Upper level budgets</i>	<i>Business</i>	<i>Donors</i>	<i>Other (specify)</i>		
1.1 Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town	883,240 BYN (375,000 euro)					883,240 BYN (375,000 euro)			
1.2 Construction of a line for the polymer-sand production from solid waste (polymers)	581,760 BYN (247,000 euro)		120,120 BYN (51,000 euro)			399,100 BYN (169,450 euro)	62,530 BYN (26,550 euro) (budget funds of the neighboring districts)		
1.3 Establishment of a non-profit organization (the Foundation) on the basis of public-private partnership for further development of the green economy	17,000 BYN (7,200 euro)					17,000 BYN (7,200 euro)			
1.4 Development and publication of the investment catalog on the basis of the strategy "Roadmap for an environmentally friendly territory"	3060 BYN (1300 euro)		2355 BYN (1000 euro)				700 BYN (300 euro) (the Fund "We and our city")		
2.1 Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen	94,200 BYN (40,000 euro)		23,550 BYN (10,000 euro)					70,650 BYN (30,000 euro)	
2.2 Revitalization of craft and entrepreneurial activities through thematic fairs	23,550 BYN (10,000 euro)		23,550 BYN (10,000 euro)						

Actions	Estimated Cost	Sources of financing						Funding gaps	Remarks
		National programs	Local budget	Upper level budgets	Business	Donors	Other (specify)		
2.3 Establishment of the Business Lady School;	7070 BYN (3000 euro)		4710 BYN (2000 euro)		2355 BYN (1000 euro)				
2.4 Holding informational "Question-answer" meetings with local residents and entrepreneurs on starting and doing business	235 BYN (100 euro)		118 BYN (50 euro)		118 BYN (50 euro)				
3.1 Development of infrastructure in the recreational area of the Svityazyansky Reserve	235,530 BYN (100,000 euro)							235,530 BYN (100,000 euro)	
3.2 Development of tourist infrastructure in the historical center of the town	678,330 BYN (288,000 euro)		64,300 BYN (27,300 euro)		35,330 BYN (15,000 euro)	578,700 BYN (245,700 euro)			The results of the call for proposals will be announced by the end of 2018
3.3 Development and implementation of a strategy to promote the town and district as a tourist destination	16,500 BYN (7000 euro)	17,780 BYN (5000 euro)	1180 BYN (5000 euro)		2355 BYN (1000 euro)		1180 BYN (5000 euro) (the Fund "We and our city")		
3.4 Establishment of an initiative group on tourism development	-								
Total:	2,540,475 BYN (1,078,600 euro)	17,780 BYN (5000 euro)	239,883 BYN (101,850 euro)		40,153 BYN (17,050 euro)	1,878,040 BYN (797,350 euro)	64,410 BYN (27,350 euro)	306,180 BYN (130,000 euro)	

**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 Introduction of the SMART control systems for street lighting and energy consumption in residential buildings of the town	January 2019 – December 2020	The tender documentation has been issued, the tender for the equipment purchase has been carried out	The equipment has been purchased and installed	Savings due to the reduction of consumption of fuel and energy resources amounted to 11,750 euro in six months at least	Savings due to the reduction of consumption of fuel and energy resources amounted to 11,750 euro in six months at least <b>Completed: 31.12.2020</b>
1.2 Construction of a line for the polymer-sand production from solid waste (polymers)	January 2019 – December 2020	The terms of reference for the design has been developed; the tender has been announced; the contractor has been selected; the development of the design and estimate documentation has started	All the necessary documentation has been prepared; construction works have started	The construction works continue. The equipment for the production line has been purchased	The line is launched, the amount of investments attracted to the economy (247,000 euro); At least 10 new jobs have been created <b>Completed: 31.12.2020</b>
1.3 Establishment of a non-profit organization (the Foundation) on the basis of public-private partnership for further development of the green economy	January 2019 – December 2019	The draft Charter of the Foundation and its business plan has been developed.	The Foundation has been duly registered and started operation. The number of participants – at least 9 <b>Completed: 31.12.2019</b>	At least 2 events aimed at promotion and development of the green economy have been conducted	At least 2 events aimed at promotion and development of the green economy have been conducted
1.4 Development and publication of the investment catalog on the basis of the strategy "Roadmap for an environmentally friendly territory"	January–March 2019	A layout has been designed and at least 500 copies of the catalog have been printed out <b>Completed: 31.03.2019</b>	The catalogue is distributed among potential investors (the number of recipients – at least 250); the number of applications of potential investors (at least 2 per year)	The catalogue is distributed among potential investors (the number of recipients –at least 250); the number of applications of potential investors (at least 3 per year)	The catalogue is distributed among potential investors (the number of recipients –at least 250); the number of applications of potential investors (at least 2 per year)
2.1 Equipment of new trading facilities (stylized merchants' rows) for local entrepreneurs and craftsmen	April 2020 – October 2020			The design and estimate documentation has been developed and approved; construction permits (if necessary) have been received	The trading facilities have been installed; at least 5 entities provide their services there; the growth rate of turnover of these entities has amounted to 130% <b>Completed: 30.10.2020</b>

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
2.2 Revitalization of craft and entrepreneurial activities through thematic fairs	April 2019, December 2019, April 2020, December 2020	One fair has been held; the number of participants (at least 12); the number of visitors (at least 2,000); the proceeds from the sale of goods and services for 1 day of the fair – at least 10,000 BYN	One fair has been held; the number of participants (at least 12); the number of visitors (at least 2,000); the proceeds from the sale of goods and services for 1 day of the fair – at least 10,000 BYN	One fair has been held; the number of participants (at least 12); the number of visitors (at least 2,000); the proceeds from the sale of goods and services for 1 day of the fair – at least 10,000 BYN	One fair has been held; the number of participants (at least 12); the number of visitors (at least 2,000); the proceeds from the sale of goods and services for 1 day of the fair – at least 10,000 BYN <b>Completed: 31.12.2020</b>
2.3 Establishment of the Business Lady School;	January 2019 – December 2020	1 graduating class; at least 5 school leavers; 3 school leavers have been engaged in entrepreneurship	1 graduating class; at least 5 school leavers; 3 school leavers have been engaged in entrepreneurship	1 graduating class; at least 5 school leavers; 3 school leavers have been engaged in entrepreneurship	1 graduating class; at least 5 school leavers; 3 school leavers have been engaged in entrepreneurship <b>Completed: 31.12.2020</b>
2.4 Holding informational “Question-answer” meetings with local residents and entrepreneurs on starting and doing business	January 2019 – December 2020	2 meetings have been held; each hosting 15 participants at least; at least 15 questions have been prepared; at least 25 applications from citizens regarding business registration received per month; the number of positive responses of existing businesses - at least 30 every six months	2 meetings have been held; each hosting 15 participants at least; at least 15 questions have been prepared; at least 25 applications from citizens regarding business registration received per month; the number of positive responses of existing businesses - at least 30 every six months	2 meetings have been held; each hosting 15 participants at least; at least 15 questions have been prepared; at least 25 applications from citizens regarding business registration received per month; the number of positive responses of existing businesses - at least 30 every six months	2 meetings have been held; each hosting 15 participants at least; at least 15 questions have been prepared; at least 25 applications from citizens regarding business registration received per month; the number of positive responses of existing businesses - at least 30 every six months <b>Completed: 31.12.2020</b>
3.1 Development of infrastructure in the recreational area of the Svityazyansky Reserve	January 2019 – December 2020	At least 1 tourist infrastructure facility has been equipped / established; at least 10 business entities operate in the reserve; at least 7,000 tourists have visited the reserve	At least 1 tourist infrastructure facility has been equipped / established; at least 10 business entities operate in the reserve; at least 13,000 tourists have visited the reserve	At least 1 tourist infrastructure facility has been equipped / established; at least 10 business entities operate in the reserve; at least 7,000 tourists have visited the reserve	At least 1 tourist infrastructure facility has been equipped / established; at least 10 business entities operate in the reserve; at least 13,000 tourists have visited the reserve <b>Completed: 31.12.2020</b>
3.2 Development of tourist infrastructure in the historical center of the town	January 2019 – December 2020	One new tourist service has been developed and is being provided to tourists, at least 20,000 tourists have visited tourist sites in the historical center of the town	One new tourist service has been developed and is being provided to tourists; 1 object has been created / restored; at least 20,000 tourists have visited tourist sites in the historical center of the town	One new tourist service has been developed and is being provided to tourists, at least 20,000 tourists have visited tourist sites in the historical center of the town	One new tourist service has been developed and is being provided to tourists; 1 object has been created / restored; at least 20,000 tourists have visited tourist sites in the historical center of the town <b>Completed: 31.12.2020</b>

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
3.3 Development and implementation of a strategy to promote the town and district as a tourist destination	January 2019 – December 2020	At least 4 events have been implemented; at least 8 publications in the mass media appeared; promotional materials have been sent to 250 addressees; the growth rate of exports of tourist services amounted to at least 115%; at least 35,000 people have visited the town and district	At least 4 events have been implemented; at least 9 publications in the mass media appeared; promotional materials have been sent to 250 addressees; the growth rate of exports of tourist services amounted to at least 115%, at least 35,000 people have visited the town and district	At least 4 events have been implemented; at least 8 publications in the mass media appeared; promotional materials have been sent to 250 addressees; the growth rate of exports of tourist services amounted to at least 115%; at least 35,000 people have visited the town and district	At least 4 events have been implemented; at least 9 publications in the mass media appeared; promotional materials have been sent to 250 addressees; the growth rate of exports of tourist services amounted to at least 115%, at least 35,000 people have visited the town and district <b>Completed: 31.12.2020</b>
3.4 Establishment of an initiative group on tourism development	January-June 2019	The initiative group has been created; 8 participants has been involved; 1 meeting has been held <b>Completed: 30.06.2019</b>	At least 3 meetings have been held, at least 3 initiatives for funding have been developed, 1 initiative has been implemented	At least 3 meetings have been held, at least 3 initiatives for funding have been developed, 1 initiative has been implemented	At least 3 meetings have been held, at least 3 initiatives for funding have been developed, 1 initiative has been implemented
<b>per cent of the total budget by objective. (indicative)</b>		<b>10</b>	<b>30</b>	<b>75</b>	<b>100</b>