



LOCAL ECONOMIC DEVELOPMENT PLAN

Municipality: Vileyka District, Minsk Oblast

Country: The Republic of Belarus

Slogan: *Vileyka district – the territory for business,
living and recreation*

July 15, 2018

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List of Abbreviations

Abbreviations	Complete form
M4EG	- The EU Initiative "Mayors for Economic Growth"
LEDP	- Local Economic Development Plan
LEDO	- Local Economic Development Officer
SCO	- Civil Society Organization
ChTPUP	- Private trade and production unitary enterprise

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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 Vileyka District Executive Committee

Vileyka district is a small administrative, industrial and agricultural district of Minsk Oblast with rich history and culture. It occupies the area of 2400 km²; 41% of the area is covered with forests. The district is home to 47.6 thousand people.

The district is unique due to its nature and landscape. In 1974, the largest artificial reservoir in the Republic, the Vileyka Reservoir with an area of 63.3 km² and a volume of 238 million m³, was built near the town. The district has a rich historical and cultural heritage. Vileyka district is the birthplace of many famous people. The academician Nikodim Silvanovich who participated in the painting of St. Isaac's Cathedral in St. Petersburg and the famous musician and pedagogue Mikhail Kazinets were born here. Many famous people of Vileyka district celebrate their birthplace nowadays.

People of different nationalities live and work in the district. They are all united by the love of this land and the desire to do everything for its prosperity. Currently, the work on the development of the existing production base, the creation of new industries and the search for promising areas for the development of the district's economy is under way.

On June 10, 2017, the district joined the European Union Initiative "Mayors for Economic Growth" by signing the Membership Form and taking on the responsibility for fulfilling the obligations stated in the Memorandum in order to develop the potential of Vileyka district and stimulate economic growth, increase employment, ensure citizens' participation in economic, social and cultural processes at the local level, and improve their well-being and quality of life. For this purpose, a special drafting team for the elaboration of the Local Economic Development Plan (hereinafter referred to as the LEDP) was created.

During the work within public-private dialogue, meetings were organized with various focus groups and the needs and challenges of the town were studied. All these were taken into account in the Local Economic Development Plan. According to the Plan, the Administration of Vileyka district considers the private sector as the engine of job creation. It is important that all organizations and individuals of the district were involved in progressive economic processes and joined their efforts to stimulate business initiative and business development to facilitate the equitable economic growth.

Local economic development is essential for creating new jobs, stemming migration and improving the living standards and quality of life. The LEDP has been developed in close conjunction with the Program of Social and Economic Development of Vileyka district for 2016-2020 and other plans.

We are confident that this Plan will become an important tool for the search of new partners and investors, and its implementation will contribute to the further development and prosperity of our district.


Viktar Kot

Chairman of the Vileyka District Executive Committee

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Executive Summary

Vileyka district joined the EU Initiative "Mayors for Economic Growth" because it shares its goals and landmarks of development for promoting economic growth, increasing employment, creating new jobs and improving the living standards and quality of life. These purposes correspond with the Belarusian economic policy which is embodied in the Program of social and economic development for 2016-2020 and in various district plans. The LEDP was developed within the commitments of Vileyka district as a signatory of the M4EG and in interconnection with the existing plans of the district, but is focused on supporting business initiatives and business development. The objectivity of this Plan is confirmed by the use of national and local statistics and expertise in the process of its development. The representatives of the local authorities, business community and civil society took part in the development of the LEDP, and their opinions were taken into account during regular discussions.

As a result of the analysis, including SWOT analysis, the main competitive advantages of the district were determined, a vision, objectives and activities were developed in support of their implementation based on current development priorities of the district and the business sector.

Competitive advantages: Advantageous geographical location and transport connections; ecologically friendly environment; the unique Vileyka Reservoir; rich historical and cultural heritage, recreational infrastructure, and experience of holding newsworthy events; developed agriculture presented by a combination of large and small commodity production; diversified network of enterprises of woodworking, processing, and optical mechanics industry; unused premises for doing business and establishing a business incubator; significant human capital; active NGOs promoting the development of entrepreneurship and tourism.

Vision:

Vileyka district is an area with a sustainably developing economy based on entrepreneurship in the sectors supporting the large-scale industrial production, event and recreational tourism, and organic farming. It is a place of decent employment with good living and recreational conditions.

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

1. Supporting business and creating conditions for business development.

- 1.1. Establishing a business incubator for the SMEs;
- 1.2. Holding trainings on how to start and do business for employees of the enterprises subject to restructuring;
- 1.3. Establishing a school for women's entrepreneurship in cooperation with the NGOs of the district;
- 1.4. Holding the information days for the entrepreneurs and those who are interested in starting a business; regularly publishing a column "The one's own businessman" in the newspaper and on the website of the District Executive Committee, etc.

2. Promoting the development of environmentally friendly rural business

- 2.1. Holding trainings on organic farming with involvement of experts;
- 2.2. Providing information and advisory support for the launch of peasant farms, agroecofarmsteads, craftsmanship, and development of model business plans;
- 2.3. Strengthening the intraregional integration of producers of organic food and representatives of tourist facilities and public catering based on holding fairs of organic products;
- 2.4. Participation in special forums and republican exhibitions in order to promote the district as a territory of the environmentally friendly rural business;
- 2.5. Annual fairs of agricultural products.

3. Increasing the tourist attractiveness of the district and developing tourism.

- 3.1. Developing the concept of marketing, branding and promotion of the district as a tourist destination;
- 3.2. Developing a tourism promo website of the district;
- 3.3. Creating at least three tourist routes (an automobile and walking route through the sites of World War I, bicycle route through architectural tourist attractions, a horse route, and a rafting route along the river Vilia from its headstream to the Neman river), and their promotion;
- 3.4. Holding at least three festivals annually (Uha-fest, TSUDouny Festival, Easter Festival, and Festival of Health);
- 3.5. Arrangement of public spaces for the residents and tourists.

The private business and local budget are considered to be the main sources of financing of the LEDP, which will be implemented within 2019-2020. The total budget of the LEDP is 1,060,910 euro; the budget deficit is planned at 679,900 euro and is considered an incentive for the search of additional funds to implement the planned activities. Monitoring of implementation will be carried out on a half-year basis.

Introduction

Vileyka district joined the EU Initiative "Mayors for Economic Growth" on July 10, 2017, according to which the Chairman of the Vileyka District Executive Committee signed up the M4EG Membership Form and took on the responsibility for fulfilling the obligations presented in the Mayors for Economic Growth Concept. According to the signed Memorandum, Vileyka district undertakes to cooperate closely with the business community and civil society in order to promote sustainable and inclusive local economic growth, development and job creation. This Plan is developed in the partnership and with broad participation of the public and private sector.

The development of Vileyka district is largely determined by the activities of local authorities and the amount of budgetary financing allocated for the attainment of the planned indicators within the social and economic development of the district. In the face of declining budgetary financing, a number of issues related to the development of the district require new mechanisms and instruments for their solution, which helps to mobilize and effectively use its internal potential.

Vileyka district is a part of Minsk Oblast and is located in the north-west of it at a distance of 100 km away from the city of Minsk. The district occupies the area of 2.4 thousand km², of which 41% is covered by forests. The district borders 4 districts of Minsk Oblast and 2 districts of Vitebsk and Grodno Oblasts. The district benefits from advantageous transport links. It is located at the intersection of 2 republican roads and at the crossroads of railway lines; the railway and bus services are regular and operate satisfactorily (Annex 1).

In 1974, the Vileyka Reservoir was built near the city. It is the largest artificial reservoir in the country covering the area of 63.3 km² with the volume of 238 million m³, which is a kind of a hallmark of the district.

Vileyka district has a rich natural potential and forms the ecological framework of the Oblast, having good recreational features. There is a network of specially protected areas, which includes 26 sites and items with a total area of 2207.039 hectares.

There are 335 monuments in Vileyka district, including 206 historical monuments, 58 architectural ones, of which 11 manor and park complexes, 49 archaeological and 22 natural monuments. 25 monuments are included in the State List of Historical and Cultural Heritage of the Republic of Belarus.

Currently, there are 407 rural settlements and the town of Vileyka in the district. As of January 1, 2018, there were 47.3 thousand people living in the district, including 26.8 thousand people living in the town of Vileyka and 20.6 – in rural settlements (22 thousand men and 25 thousand women). The labor force amounted to 23.3 thousand people, and economically active population – to 18.8 thousand people. The official unemployment rate was 0.63%. The demographic situation is characterized by a small migration profit, a decrease in the birth rate and increase in the death rate, while a decrease in the number of the working age population is associated with the population ageing. From 1970 to 2018, the population decreased by 35.1%, and the working-age population decreased by 36.9%. By 2030, further urbanization is expected – an increase in the urban population rate while maintaining the current number of inhabitants in the district in general. The average age of the population is 43.5 years, including men – 40 and women – 47.

Despite the decline in the population, the district is making every effort to become a strategically attractive area for business and tourism with the developed agrarian sector. The lack of motivation hinders the entrepreneurship development, and, consequently, the job creation. The local administration makes efforts to reduce red tape in municipal services (permits, regulations, and fees) in its fields of competence, however, to date, they seem insufficient. It is also important to raise awareness of all business entities and the residents for attracting investment in the district's economy. The criteria for the successful local economic development are the level of employment, amount of attracted investments, number of startups and new jobs, and, consequently, the income growth and quality of life.

One of the goals of the LEDP is to fulfill the above-mentioned tasks. The Plan has been developed in conjunction with various plans for social and economic development of Vileyka district. In turn, the LEDP, unlike other plans, is most focused on the development of small and medium-sized businesses and the economic growth. The LEDP development and implementation implies the growing importance of the private sector in local economic development and its broader participation in public-private dialogue and partnership. The main funding for the implementation of the Plan is provided from the funds of private businesses and partly from the budget of Vileyka district, which is clearly defined taking into account the time needed for the implementation of the actions, is achievable and measurable.

1. Process of developing Local Economic Development Plan

To ensure participation of both the public and private sectors in developing the LEDP, a working group was created by the decree of the Vileyka District Executive Committee. The group consists of nine persons including those representing the District Executive Committee – 5 persons, business – 2 persons, CSOs – 2 persons; four of them were included in the drafting team. Sviatlana Viarbitskaya, Deputy Head of the Economic Department of the District Executive Committee, who was appointed by the Chairman of the District Executive Committee as a Local Economic Development Officer within the M4EG (Annex 2, 3), and who received four-stage training under the M4EG Initiative, provided methodological support and coordinated work on developing the LEDP.

The LEDP was developed in view of the principles of participativity, inclusiveness, integration, consistency, and flexibility. Regularly (once in 2 months) meetings (3 meetings) were held with various target groups, including non-governmental and state organizations, small and medium-sized businesses in order to get a real picture of the social and economic situation in Vileyka district. The successful economic development of the district directly depends on the broad participation of local communities in the development and implementation of initiatives and projects aimed at improving the economic development of the territory. The conditions for the active involvement of the residents in the adoption of important for the development of district decisions have been created. The basic form of the citizen involvement in Vileyka district is informing the citizens on the adoption of certain managerial decisions by the authorities. Along with the provision of information, there are a number of forms and tools provided by law in the district, such as the institution of citizens' claims, which allow organizations and residents to take an active part in solving important local problems.

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.

The LEDP development was initiated in October 2017. At the very beginning of the LEDP development, a meeting was held with the representatives of the Council for Entrepreneurship Development, which was established in Vileyka district and consists of 12 members, including 5 representatives of the private business, 3 representatives of the District Executive Committee, 1 representative of the local newspaper and 3 representatives of the NGOs. At a later stage, the established drafting team continued to work, and 3 working meetings have been held by now. While developing the Plan, the data of both the national and district statistics was used. The Plan was developed in line with the Concept of the Area-Based Development of Vileyka district (elaborated within the EU/UNDP project "Support to Local Development in the Republic of Belarus", 2016), the Social and Economic Development Plan of Vileyka District for 2016-2020, and other State plans and programs. As required, the consultations were held with the specialists of the governmental organizations (the labor department, sports and tourism department, statistical department, Inspectorate of the Ministry of Taxes and Tax Collection of Republic of Belarus for Vileyka district and others).

The most complex and important issues during the discussions were determining the objectives of the Plan and the list of activities, as well as their funding.

2. Local Economic Analysis

2.1. Analysis of Local Economic Structure

According to the contemporaneous data provided by the Inspectorate of the Ministry of Taxes and Tax Collection of Republic of Belarus for Vileyka district, there were 583 entities operating in Vileyka district in 2017 (Annex 5).

888 individual entrepreneurs, 485 microenterprises, 24 small enterprises, 9 medium-sized and 4 large enterprises were registered in the private sector (Annex 6).

There are 2 banks operating in the district. The number of non-financial enterprises is increasing in processing industry, tourism and trade. There are also 137 craftsmen and 21 farmsteads operating in the district.

The number of employed in the economy is about 18 thousand. The share of employed in industry is 33.1%, agriculture – 26 %, and services – about 40.9 %. The business sector of the district employs more than 11 thousand people or 25% of the total number of employed in the economy. The share of budget revenues received from this sector is about 45%.

The industries dominating in the economy of the district are woodworking, machine building and metalworking, food industry, which are represented by large public-private enterprises.

10 industrial enterprises are operating in the district, 2 of which are subordinated to local executive and administrative bodies. The industrial sector employs 3.2 thousand people. The major enterprises are Zenit-BelOMO OAO (production of optical instruments), Vileyka Repair Plant OAO and the enterprises of the processing industry: Vileyka branch of the Molodechno Dairy Plant, Vileyka Bakery of Borisovkhlebprom OAO and Vileyka Animal Feed Mill OAO. 4 major woodworking companies operating in the district are Stroydetali OAO, Door factory "Loza" OOO, Vileyka Furniture Plant, woodworking shops of Vileyka Experimental Forestry GOLKhU, as well as 12 woodworking small and medium-sized enterprises (5 of them were open in the last three years), which employ about 1 thousand people. From the point of view of annual turnover, Zenit-BelOMO OAO producing optical instruments has been rapidly developing in the last few years. Its volume of industrial production has doubled; the number of employees has increased by 100 people. Vileyka branch of the Molodechno Dairy Plant and Vileyka Animal Feed Mill OAO attract local suppliers the most. Vileyka Animal Feed Mill OAO is involved in the greatest number of value chains (agricultural enterprises – the feed factory – agricultural enterprises and other consumers, the production of pork (feed plant – sale to retail network)). Innovative small and medium-sized enterprises are the private trade production unitary enterprise "Taktfast" for the production of high-protein feed supplement from leguminous crops, new export-oriented production of the garden houses "Velario", export-oriented enterprises Zavod Flamer OOO and Mekhatronika OOO, Industrial Engineering Company OOO (metalworking), etc. Obsolete production equipment and infrastructure at the enterprises of the district can be suspended due to the expansion of external and internal markets for the sale of products. Small and medium-sized businesses can perform outsourcing services for large industrial enterprises in the future.

14 organizations and 97 entrepreneurs are engaged in constructing. 2 communal organizations provide housing services – the urban unitary enterprise "Vileyka housing and communal services" and the district communal unitary enterprise "Vileyka Vodokanal". They maintain the housing stock and provide utilities, water and wastewater services to the population and legal entities.

The district specializes in the production of milk, meat, grain, rapeseed, and potatoes.

There are 11 rural councils in Vileyka district with 15 large agricultural enterprises. They employ a third of the working rural population. Their total land area is 86.8 thousand hectares, of which 56.1 thousand hectares are arable land. There are more than 20 (peasant) farms registered in the district. However, there are unused land plots and premises for agricultural production.

41 farms are engaged in agriculture in the district. They are granted 1.8 thousand hectares of agricultural land or 0.7% of the total agricultural land of the district for agricultural activities.

The Administration of the district welcomes the creation of new agricultural enterprises of various forms of ownership on the unused agricultural land. Environmentally friendly agricultural production is not yet developed in the district. This activity to the greatest degree is promising for peasant farms and personal small-holdings which supply their products to tourist facilities. The impetus for their creation and development can be a growing demand for environmentally friendly crop and animal production. The territorial proximity of the district also provides good opportunities for its sale in the markets of Minsk.

The activities of small and medium-sized enterprises in the district are concentrated largely in the sectors with low productivity and innovation. Entrepreneurs in Vileyka district are engaged in industries with low levels of productivity and innovation. The majority of entrepreneurs of the district are involved in trade and various types of services. Small and medium-sized businesses are also a vital element of an inclusive economy. They have a leading role in creating jobs for those who cannot fully compete in the labor market, and in supporting social stability.

Entrepreneurs face a number of obstacles that restrain their development, such as insufficiently skilled labor and limited access to finance. The foreign private enterprise Bel Peka Paint constructs a plant for the production of powder coatings in the district. Works worth more than 3.2 million euro have been completed by now. However, to complete the construction, the enterprise lacks its own resources and has difficulties with obtaining loan.

The doors under the trade mark Velario, cabinet furniture from solid wood of Vileyka Furniture Plant, wellness services provided by the Republican children's health center Nadezhda OOO, as well as the sites of historical and cultural value, places of interest and famous names linked with the history of the district are the hallmark of the Vileyka land: the Vileyka Reservoir; a memorial dedicated to the World

War I in Zabrodye; complexes of historic manors (Viazyn, Luban, Lytsevichi, Ostyukovichi, etc.); unique temple complexes, a memorial monument to the lost villages. Celebrities: N. Silvanovich, the Oginski family, Ganuta, Ignaty Hod'ko, Adam Gurinovich, and the Orlikov family.

As 01.06.2018, there are 21 agroecofarmsteads, 15 organizations involved in recreational hunting and fishing, 3 roadside services, 1 hunting complex, 1 camping, 1 tour operator, 1 recreation center, 21 health camps, and 1 tourist club in the district. The share of tourist services in the total volume of district's export is 5.7%. Despite the existing tourist facilities in the district, small businesses are not focused on the development of the tourism industry and linked services. This indicates a low degree of innovative activity and entrepreneurial initiative.

Low level of entrepreneurial skills and business capacity is a serious obstacle to the growth of small and medium-sized enterprises. To open their own business and conduct entrepreneurial activities, the residents of the district require appropriate knowledge and skills, which necessitates the establishment of a business incubator in the district.

Sectors of growth

There are 3 *sectors of growth*: industry, tourism and agricultural entrepreneurship. The main problems that can be solved with increasing participation of the private sector in the economy are the following:

in industry – the employment, growth of production volumes of competitive export-oriented products, attracting investors, modernization of production capacities, tax revenue, landscaping, and infrastructure development. *Around 70% of industry equipment in the district is worn-out. Upgrading the existing production facilities will allow for the increase in production and the launch of innovative products manufacturing which will enhance productivity and ensure wage growth. There is a great number of unused state property assets, as well as sites for the creation of enterprises and industries in the district. The use of these assets will allow creating new production facilities in the district.*

in tourism – the increased visibility of the district, employment, tax revenues, growth of export of services, improvement and development of adjacent territories for the increase of tourist attractiveness.

in agricultural – the production of environmentally friendly products will allow developing the internal market of the district focused on tourists and vacationers, and developing a positive image of the district as a tourist destination. This will boost the flow of tourists and turnover, increase employment, attract foreign and domestic investors, and increase local budget tax revenue (Annex 7).

2.2. Local Cooperation and Networking

Cooperation between enterprises supported by the Center of support of Entrepreneurship is operating on the basis of the Vileyka State College. Unfortunately, the Center of support of Entrepreneurship does not meet the needs of local businesses and provides limited range of services and information.

The district Administration holds quarterly meetings with representatives of the business community. The Council for Entrepreneurship Development is established within the Administration (the main issues for consideration are as follows: changes in the legislation, proposals for amending laws, participation of business entities in cultural events and exhibitions held in the region, and financing small businesses by banks). These meetings are seen more as a political move than a real collaboration. Private companies do not trust the Administration and rely only on themselves.

Successful collaboration requires mutual interest of the Administration and business. Also there is a need for a private business leader, who will unite the state and private business. A positive impetus to cooperation and development of best practices in entrepreneurship should become the creation of a business incubator.

There is a low level of business integration in the district. It is mainly presented by state integration structures. For example, one such structure on the basis of Vileyka Animal Feed Mill unites agricultural enterprises consuming animal feed, premixes, slaughter and meat processing services, and supplying products to the Vileyka branch of the Molodechno Dairy Plant.

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

The district Administration within five days carries out registration of business entities on the application basis with a minimum package of required documents (a citizen's passport, application, and charter). Optimal conditions for doing business have been created including advising on a simplified tax scheme, renting out the unused premises, and allocating budget subsidies to the unemployed for starting

business, training and retraining. Furthermore, the district Administration has arranged the one-stop-shop service for the exchange of information between the Administration and citizens (Annex 8).

There is also a website of the District Executive Committee with various sections that detail the activities of the Administration and all the events taking place in the district.

However, the Administration has no experience in providing information and business services to companies in an active mode. The Administration works only with those representatives of the business community who apply themselves, and not with everyone equally. Despite the availability of various public services, the local population and the private sector are poorly informed about these services.

2.4. Access to Finance

There are 2 banks and 3 insurance companies in the district, which provide banking products to businesses (Annex 9). However, there is no access to large financial resources, for example there are no banks ready to fund more than 100,000 euro. The long-term investment loans (over 5 years) are not provided. Banks may grant a loan in the amount of 10,000 euro to a startup. Collateral and constant revenue during a year are a prerequisite for this. This amount is not enough for business development, and this is a serious problem.

The Office for Labor, Employment and Social Protection of the Vileyka District Executive Committee provides grants to the unemployed for opening their own business. However, not every unemployed who wants to start an entrepreneurial activity has an access to finance, and the amount of subsidies is insufficient.

Establishing a guarantee fund at the state level to ensure access of entrepreneurs in various fields of activities to finance can solve this problem.

2.5. Land and Infrastructure

In Vileyka district, there is a sufficient number of production facilities (23 real estate items with a total area of 14.000 m²), office space (7 real estate items with a total area of 1700 m²), as well as land to attract investors and private business organizations, while the unused property, including engineering communications is, as a rule, in poor technical condition.

The unused premises are offered for rent, gratuitous transfer and purchase to businesses in the district. Information about these premises is available on the website of the Executive Committee and in the local newspaper. The website of the District Executive Committee also contains information on five land plots with the infrastructure for implementation of investment projects. However, the problem for enterprises is their large area and estimated value, indivisibility, remoteness from the railway, stringent conditions for their use and, in some cases, the lack of communications.

All the incoming proposals from businesses on putting into use the unused assets are fully satisfied (Annex 10).

To increase the interest of the business, it is necessary to change the conditions for the sale and use of real estate and land.

2.6. Regulatory and Institutional Framework

The government adopts laws and regulations on reduction of red tape. The district administration conducts free seminars, alerts on the Internet and in the local press about the new legislation and mechanisms of their work. The Center of support of Entrepreneurship is also engaged in outreach activities with the private business entities. The Office for Labor, Employment and Social Protection conducts the free training "Basics of Entrepreneurship". The one-stop-shop service is operating. There is a gradual transition to electronic communication with all state organizations in order to introduce "electronic government".

The negative impact is exerted by a great number of rules, regulations and legislative barriers, as well as long lists of required documents and lengthy consideration, especially in construction, procurement, licensing and certification. Insufficient independence of local managers in decision-making and management of budgetary funds is also a problem (Annex 11).

There are many preferences and benefits in the tax legislation, of which the entrepreneurs are not aware. In addition, the Tax Code of the Republic of Belarus constantly introduces a significant number of changes and additions. To improve the business environment as a whole, tax legislation should be simplified. Solving this problem is possible only at the state level. The local administration has the right to reduce taxes on land and real estate. However, this is applied in exceptional cases due to budget deficits.

2.7. Skills and Human Capital, Inclusiveness

There are 22 general secondary education institutions, a supplementary education center for children and youth, three specialized secondary schools, 18 pre-school institutions, and a special boarding school for children with severe speech disabilities in the district.

The training of middle-level specialists is carried out by the Vileyka Vocational and Technical College and the Ilyansky Agricultural College. There is a good coordination between the Administration, business community and educational institutions. If necessary, enterprises request training in certain specialties, and educational institutions readily cooperate. The Vileyka Vocational and Technical College can train mechanics, salesmen, drivers, hairdressers, etc. The Labor Office conducts trainings, retrainings, as well as provides grants for starting a business.

Currently, there are 63 unemployed (42 women and 21 men) registered in Vileyka district, including 40 urban residents, and 23 rural residents. The unemployment rate is 0.36%.

However, despite the extremely low level of unemployment, the majority of unemployed are the people with secondary education and young specialists with legal or economic background. At the same time, there is a small shortage of blue-collar workers, in particular in agriculture and forestry. As a rule, these are low-paid specialties (Annexes 12, 13).

There are no sectors in which there is a great deficit of qualified personnel in Vileyka. At the same time, not all specialists have sufficient qualifications. Also because of the low level of wages in the district, skilled labor resources migrate to Minsk and abroad. The development of growth sectors can be backed up by the personnel of these sectors.

In case a shortage of certain occupations for newly created or actively developing enterprises, targeted trainings will be conducted based on a combination of theoretical training and production practice. Housing and decent wages for young professionals as well as measures to increase the prestige of work in small settlements and rural areas through the media and social advertising will contribute to solving this issue.

2.8. External Positioning and Marketing

In the process of developing the LEDP, it was equally important to take into account public opinion and understand how local residents perceive their district.

In the process of developing the LEDP, in parallel with the tasks, analysis and conclusions of the private sector, it is important to take into account public opinion and understand how local residents perceive their district.

According to the data of the report on results of the national survey conducted in the framework of the EU project "Support to Local Development in the Republic of Belarus", Vileyka district is considered one of the leaders of Minsk Oblast in terms of the economy, living standards, recreation and tourism. The residents, first and foremost, emphasize a relatively safe environment and see tourism as one of the main areas of development.

As a competitive advantage of the district, one can note the advantageous geographical location, transport accessibility, the wealth of natural resources for the development of tourism (forest, reservoir, clean air, rivers, fish stocks), rich historical heritage and fertile agricultural land.

The residents associate the growth of the local economy, first of all, with the development of entrepreneurship (Annex 14).

Investors appreciate Vileyka district for its favorable geographical location, diversified and highly developed processing industry, availability of labor and human resources, as well as the significant tourist potential.

The Administration makes great effort to develop the infrastructure that is favorable for attracting tourists, as well as for the maintenance of sites of historical and cultural heritage. Collaboration with 12 cities also contributes to the visibility of Vileyka district.

Enterprises engaged in the production of goods in the district regularly present their products at various exhibitions held both in Belarus and abroad, which promotes the visibility of the district. The products of the district are exported to more than 50 countries.

The Administration of Vileyka district is working to promote local products by organizing various activities at the local level and participating in activities at the national level, raising the visibility of the district. Industrial enterprises annually produce catalogues of products. However, this information is not of a systemic nature; there is no consolidated information about all the attractions of the district

(promotional videos, guides, manuals, booklets, etc.).

Cooperation with international donor organizations contributes to development. In recent years, more than 10 organizations have been attracted to Vileyka district for the implementation of various projects, including "The need for effective management of housing and communal services", "Peripheralization of the territory as a challenge", "Vileyka district is the area of sustainable municipal waste management", "Cycling. Taking care of yourself and others", etc.

3. SWOT analysis

Strengths:

- advantageous geographical location and transport connections – proximity to Minsk;
- ecologically friendly environment;
- unique landscape – the Vileyka Reservoir;
- rich historical and cultural heritage, recreational infrastructure, and experience of holding newsworthy events;
- developed agriculture presented by a combination of large and small commodity production;
- diversified network of enterprises of woodworking, processing, and optical mechanics industry;
- unused premises for doing business and establishing a business incubator;
- significant human capital;
- active NGOs promoting the development of entrepreneurship and tourism.

Weaknesses:

- low efficiency of most large state-owned enterprises, both in industry and in agriculture;
- lack of motivation and willingness of the population to start a business; lack of competence for doing business;
- insufficient use of local natural resources and ecologically friendly environment;
- lack of visibility of the district and the holistic concept of its promotion;
- undeveloped public catering for the residents and tourists.

Opportunities:

- entry of the district into the Minsk agglomeration;
- legal preferences for business operations, and support for the development of small towns;
- visa-free entry to Belarus;
- trend for a healthy lifestyle and organic food.

Threats:

- restructuring of large state-owned enterprises by the state decision;
- changes in the financial and credit system, and increase in tax rates or increase in their number;
- changes of legislation on business and foreign economic activity;
- stricter environmental regulations for businesses;
- migration of the economically active population to Minsk and other large cities;
- climate change.

The main competitive advantages of the district are the proximity to Minsk, the unique Vileyka Reservoir, high degree of diversification of the district's economy, recreational and tourist potential, and significant human capital.

4. Vision and Objectives

Vileyka district is an area with a sustainably developing economy based on entrepreneurship in the sectors supporting the large-scale industrial production, event and recreational tourism, and organic farming. It is a place of decent employment with good living and recreational conditions.

By the end of 2020, Vileyka district will be focused on achieving **the following objectives:**

1. Supporting business and creating conditions for business development;
2. Promoting the development of environmentally friendly rural business;
3. Increasing the tourist attractiveness of the district and developing tourism.

5 Action Plan

To achieve the strategic objectives, a list of activities has been developed (Table 1):

1. Supporting business and creating conditions for business development.

- 1.1. Establishing a business incubator for the SMEs;
- 1.2. Holding trainings on how to start and do business for employees of the enterprises subject to restructuring;
- 1.3. Establishing a school for women's entrepreneurship in cooperation with the NGOs of the district;
- 1.4. Holding the information days for the entrepreneurs and those who are interested in starting a business; regularly publishing a column "The one's own businessman" in the newspaper and on the website of the District Executive Committee, etc.

2. Promoting the development of environmentally friendly rural business.

- 2.1. Holding trainings on organic farming with involvement of experts;
- 2.2. Providing information and advisory support for the launch of peasant farms, agroecofarmsteads, craftsmanship, and development of model business plans;
- 2.3. Strengthening the intraregional integration of producers of organic food and representatives of tourist facilities and public catering based on holding fairs of organic products;
- 2.4. Participation in special forums and republican exhibitions in order to promote the district as a territory of the environmentally friendly rural business;
- 2.5. Annual fairs of agricultural products.

3. Increasing the tourist attractiveness of the district and developing tourism.

- 3.1. Developing the concept of marketing, branding and promotion of the district as a tourist destination;
- 3.2. Developing a tourism promo website of the district;
- 3.3. Creating at least three tourist routes (an automobile and walking route through the sites of World War I, bicycle route through architectural tourist attractions, a horse route, and a rafting route along the river Vilia from its headstream to the Neman river), and their promotion;
- 3.4. Holding at least three festivals annually (Uha-fest, TSUDouny Festival, Easter Festival, and Festival of Health);
- 3.5. Arrangement of public spaces for the residents and tourists (Annex 15).

6. Financing Scheme

The main sources of funding the LEDP are: funds of businesses, which they are going to spend on promoting their activities and the district, as well as to build new business facilities; budget funds that are supposed to be used to include citizens and businesses in the educational process, to support startups, as well as to publish advertising materials and participate in various investment forums, and possible grants.

Total budget funding LEDP is 1,060,910 euro; the funding gap – 64.0% of the total budget (679,900 euro).

7. Monitoring Indicators and Mechanisms

Monitoring of the implementation of the Plan will be carried out in accordance with the indicators and frequency stipulated in table 3. When planning, the certain risks of implementing the LEDP were taken into account:

- financial risks (insufficient budgetary funds). The risks of insufficient financial support of the implementation of the planned activities are associated with a decrease in budgetary financing. Mitigating the risks of failure to implement the Plan will be aimed at attracting grants and donor funds (table 2). The financial risks of ensuring the implementation of the LEDP activities are associated with the possibility of failure of investors to provide financing, as well as with reducing the amount of budget financing.
- economic risks (developments in the market situation). Qualifying for preferences and benefits provided by the law for their mitigation;
- demographic risks (the contraction in labor market participation). Creating new profitable enterprises will attract workers from the neighboring districts.

The Plan envisages a funding gap for its activities (64% of the total budget). The risks of nonfulfillment of the Plan can be mitigated by searching for new sources and forms of financing, including various specialized intermediary organizations (crowdfunding platforms).

Table 1. Action Plan

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost, BYN (euro)	Monitoring indicators/ Indicators of an output and their target values	Results, indicators and their target values
1. Local Cooperation and Networking 2. External Positioning and Marketing 3. Skills and Human Capital, Inclusiveness 4. Business-friendly, Transparent and Corruption-Free Administration	1. Supporting business and creating conditions for business development	1.1. Establishing a business incubator for the SMEs	01.07.2019-31.12.2020	Administration, the Cross-border Cooperation Latvia-Lithuania-Belarus Program – the project on small towns	1,837,134 BYN (780,000 euro)	- the land plot has been allocated for the establishment of the business incubator; - designing estimates have been prepared; - co-financing has been sought; - 100% of the total project costs has been implemented; - the incubator has been established and started operation	The result: the conditions to support the development of businesses (rendering legal, accounting services, etc.) and granting space to startups on preferential terms have been created Monitoring indicators of the result and their target values: there are 7 new business entities in the incubator; at least 20 consultations have been received on various topics.
		1.2. Holding trainings on how to start and do business for employees of the enterprises subject to restructuring	01.09.2019-30.06.2020	Administration, College, Center of support of Entrepreneurship	5063.9 BYN (2150 euro)	- at least 20 participants of a survey; - at least 10 participants of a focus group; - at least 3 invited experts; - at least 4 trainings; - each hosting 10 participants at least.	The result: the awareness of the employees of the enterprises subject to restructuring has been raised. Monitoring performance results: at least 4 of them have started their own business after the trainings.
		1.3. Establishing a school for women's entrepreneurship in cooperation with the NGOs of the district	1.07.2019-30.06.2020	Administration, NGOs, business	1648.7 BYN (700 euro)	- at least 20 participants of a survey; - at least 3 invited experts; - at least 50 women have visited the school for women's entrepreneurship; - at least 4 workshops have been held; - number of visits of women-entrepreneurs already working in the business – at least 4.	The result: the competence of women in entrepreneurship has been increased; a basis to expand their employment and self-employment has been created. Monitoring indicators of the result and their target values: at least 50 women have improved their knowledge (questionnaire); at least 10 women have started their own business.
		1.4 Holding the information days for the entrepreneurs and those who are interested in starting a business; regularly publishing a column "The one's own businessman" in the	1.01.2019-31.12.2020	Administration, NGOs, media, Center of support of Entrepreneurship, business	4663.5 BYN (1980 euro)	- at least 1 information day per quarter; - each hosting 40 participants at least; - at least 4 articles in the local newspaper under the column "The one's own businessman"; - at least 4 posts on the	The result: the awareness of the target groups about the legislation on entrepreneurship and new opportunities for starting and doing business has been raised. Monitoring indicators of the result and their target values: at least 5 newly registered

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost, BYN (euro)	Monitoring indicators/ Indicators of an output and their target values	Results, indicators and their target values
		newspaper and on the website of the District Executive Committee, etc.				website of the District Executive Committee; - at least 40 views averagely.	entrepreneurs; at least 100 positive feedbacks.
1. Land and Infrastructure 2. External Positioning and Marketing 3. Business-friendly, Transparent and Corruption-Free Administration 4. Local Cooperation and Networking	2. Promoting the development of environmentally friendly rural business	2.1. Holding trainings on organic farming with involvement of experts;	01.09.2019-31.06.2020	Administration, College, Employment Center, specialists in agrarian economy	7065.9 BYN (3000 euro)	- at least 4 trainings; - each hosting 50 participants at least.	The result: the conditions have been created for effective use of land resources in accordance with market requirements. Monitoring indicators of the result and their target values: at least 30 personal small-holdings practicing organic farming; the number of the owners of personal small-holdings that received additional income, have increased by 5% by 2020.
		2.2. Providing information and advisory support for the launch of peasant farms, agroecofarmsteads, craftsmanship, and development of model business plans	Continuously, 1 time per quarter	Administration, Inspectorate of the Ministry of Taxes and Tax Collection of Republic of Belarus for Vileyka district, Center of support of Entrepreneurship	4710.6 BYN (2000 euro)	- at least 3 citizens seeking advice on starting business, writing a business plan etc. monthly.	The result: the awareness of the residents on various issues of starting their own business has been raised. Monitoring indicators of the result and their target values: at least 2 new agricultural enterprises, at least 2 agroecofarmsteads, at least 5 craftsmen.
		2.3. Strengthening the intraregional integration of producers of organic food and representatives of tourist facilities and public catering based on holding fairs of organic products;	From 01.10.2019 continuously	Administration, private business, farmers	4710.6 BYN (2000 euro)	- at least 4 trade fairs have been held; - at least 30 producers, and representatives of 2 public catering facilities have taken part;	The result: the conditions for strengthening intraregional integration of producers of organic food and representatives of tourist facilities and agroecofarmsteads have been created. Monitoring indicators of the result and their target values: retail sales of agricultural products and products for public catering of the district has increased by 5%; number of visitors of the agroecofarmsteads and tourist facilities has increased by 5%.
		2.4. Participation in special forums and	01.01.2019–31.12.2020	Farmers, Administration,	2355.3 BYN (1000 euro)	- at least 5 agricultural producers from Vileyka	The result: a basis for interaction and protection of

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost, BYN (euro)	Monitoring indicators/ Indicators of an output and their target values	Results, indicators and their target values
		republican exhibitions in order to promote the district as a territory of the environmentally friendly rural business.		Center of support of Entrepreneurship, stakeholders		district have participated in the forum	interests of producers of organic food of the district has been created based on a general work plan; the image of the district as a territory of environmentally friendly business has been improved; the conditions for sharing experiences have been created. Monitoring indicators of the result and their target values: at least 2 partnership agreements of intent for cooperation.
		2.5. Annual fairs of agricultural products	every year	Administration, farmers	5181.7 BYN (2200 euro)	- at least 7 fairs have been held; - each hosting 30 producers at least.	The result: the conditions for selling agricultural products of the district have been created. Monitoring indicators of the result and their target values: the annual growth of retail turnover – 3%.
1. External Positioning and Marketing 2. Land and Infrastructure 3. Business-friendly, Transparent and Corruption-Free Administration 4. Local Cooperation and Networking	3. Increasing the tourist attractiveness of the district and developing tourism	3.1. Developing the concept of marketing, branding and promotion of the district as a tourist destination	01.01.2019-31.12.2019	Administration, business, residents, Center of support of Entrepreneurship, media	9421.2 BYN (4000 euro)	- at least 2 experts involved in the development; - at least 25 proposals during the discussion of the branding concept have been presented to the Administration; - at least 12 people have taken part in the development of the brand concept of the district; - representatives of the government, business community and civil society have taken part in the development of the concept; - at least 2 posts on the websites.	The result: the basis for promoting the district and establishing a partnership for the provision of tourist services has been created. Monitoring indicators of the result and their target values: the annual increase in the number of tourists – at least 3%; export of tourist services has grown by 1.0% at least;
		3.2. Developing a tourism promo website of the district	01.01.2019-01.01.2020	Administration, Museum, media	3532.9 BYN (1500 euro)	- the website has been created; - at least 150 views monthly;	The result: the tourist attractiveness of the district has been increased and its image has been created. Monitoring indicators of the result and their target values: number of tourists has increased to 1000 people.

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost, BYN (euro)	Monitoring indicators/ Indicators of an output and their target values	Results, indicators and their target values
		3.3 Creating at least three tourist routes (an automobile and walking route through the sites of World War I, bicycle route through architectural tourist attractions, a horse route, and a rafting route along the river Vilia from its headstream to the Neman river), and their promotion;	01.06.2019 – 01.06.2020	Administration, business, media, Museum	4004 BYN (1700 euro)	- at least 3 routes have been developed; - a newsletter to at least 10 travel agencies has been sent; - the information has been posted on the website and published in the local newspaper; - at least 15 views monthly;	The result: the tourist potential of the district has been strengthened and its tourist attractiveness has been increased. Monitoring indicators of the result and their target values: at least 500 tourists have walked the routes; the annual increase in the number of tourists – at least 3%;
		3.4. Holding at least three festivals annually (Uha-fest, TSUDouny Festival, Easter Festival, and Festival of Health)	Every year	Administration, media, "Zovik" NGO, rural executive committees, business entities	235,530 BYN (100,000 euro)	- 4 festivals have been held; - at least 4000 people participated	The result: the tourist attractiveness of the district has been increased and its image as a center for festival tourism has been created. Monitoring indicators of the result and their target values: the increase in the number of tourists – at least 3%; the growth of retail turnover – 3%; at least 5 publications in the press; export of tourist services has grown by 1.0% at least;
		3.5. Arrangement of public spaces for the residents and tourists.	2018-2019	Administration, Vileyka housing and communal services, participation in the European project "The need for effective management of housing and communal services"	373,739 BYN (158,680 euro)	- the equipment for separate collection of waste and euro containers have been purchased and installed in at least 32 public spaces and along at least 3 tourist routes.	The result: the attractiveness of the town has been increased through improving the sanitary condition of public spaces. Monitoring indicators of the result and their target values: the increase in the number of tourists – at least 3%;

Table 2. Financing Scheme

Actions	Estimated Cost, euro	Sources of financing					Funding gaps	Remarks
		National programs	Local budget	Upper level budgets	Business	Donors		
1. Supporting business and creating conditions for business development								
1.1. Establishing a business incubator for the SMEs	780,000		69,250			30,850		679,900
1.2. Holding trainings on how to start and do business for employees of the enterprises subject to restructuring	2150		2150					
1.3. Establishing a school for women's entrepreneurship in cooperation with the NGOs of the district	700		600		100			
1.4 Holding the information days for the entrepreneurs and those who are interested in starting a business; regularly publishing a column "The one's own businessman" in the newspaper and on the website of the District Executive Committee, etc.	1980		1980					
Total	775,170		73,980		100	30,850		679,900
2. Promoting the development of environmentally friendly rural business								
2.1. Holding trainings on organic farming with involvement of experts;	3000		3000					
2.2. Providing information and advisory support for the launch of peasant farms, agroecofarmsteads, craftsmanship, and development of model business plans	2000		2000					
2.3. Strengthening the intraregional integration of producers of organic food and representatives of tourist facilities and public catering based on holding fairs of organic products;	2000				2000			
2.4. Participation in special forums and republican exhibitions in order to promote the district as a territory of the environmentally friendly rural business.	1000				1000			
2.5. Annual fairs of agricultural products	2200		700		1500			
Total	10,200		5700		4500			
3. Increasing the tourist attractiveness of the district and developing tourism								
3.1. Developing the concept of marketing, branding and promotion of the district as a tourist destination;	4000		4000					
3.2. Developing a tourism promo website of the district;	1500		1500					
3.3 Creating at least three tourist routes (an automobile and walking route through the sites of World War I, bicycle route through architectural tourist attractions, a horse route, and a rafting route along the river Vilia from its headstream to the Neman river), and their promotion;	1700		1700					
3.4. Holding at least three festivals annually (Uha-fest, TSUDouny Festival, Easter Festival, and Festival of Health)	100,000		5000		75,000	10,000	10,000 (placement of trading facilities)	
3.5. Arrangement of public spaces for the residents and tourists.	158,680		29,384			129,296		
Total	265,880		41,584		75,000	139,296	10,000	
Total for all events	1,060,910		121,264		79,600	170,146	10,000	679,900

Table 3. Monitoring Indicators

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. Establishing a business incubator for the SMEs	01.07.2019-31.12.2020	A land plot has been allocated for the establishment of the business incubator;	Designing estimates have been prepared; Co-financing has been sought;	The renovation of the building has started. The project has been implemented at 70%.	The renovation has been completed. The incubator has been established and started operation. There are 7 new business entities in the incubator; at least 20 consultations have been received on various topics. Completed: 31.12.2020
1.2. Holding trainings on how to start and do business for employees of the enterprises subject to restructuring	01.09.2019-30.06.2020	The opinion of the citizens on the needs of the employees of the enterprises subject to restructuring to start their own business has been studied. At least 20 participants have taken part in the survey; A focus group with at least 10 participants.	The results of the survey and focus group have been analyzed. The topics of the trainings in the context of industries have been identified. At least 3 industry experts have been invited.	At least 4 trainings have been held; Each hosting 10 participants at least. Completed: 30.06.2020	At least 4 of them have started their own business after the trainings.
1.3. Establishing a school for women's entrepreneurship in cooperation with the NGOs of the district	1.07.2019-30.06.2020	The opinion of women on the needs for starting and doing their own business has been studied. At least 20 participants have taken part in the survey; A focus group with at least 10 participants.	The results of the survey and focus group have been analyzed. The topics of the trainings have been identified. A training plan has been developed. 3 specialists in various fields of women's business have been invited. A training plan has been developed.	At least 3 workshops with 10 participants have been conducted. At least 50 women who visited the school have improved their knowledge (questionnaire); Completed: 30.06.2020	At least 10 women have started their own business after the trainings. The school continues operating.
1.4 Holding the information days for the entrepreneurs and those who are interested in starting a business; regularly publishing a column "The one's own businessman" in the newspaper and on the website of the District Executive Committee, etc.	1.01.2019-31.12.2020	2 information days have been held. Each hosting 40 participants at least. An article in the local newspaper under the column "The one's own businessman" has been published; At least 4 posts on the website of the District Executive Committee. At least 28 views – annually.	2 information days have been held. Each hosting 40 participants at least. An article in the local newspaper under the column "The one's own businessman" has been published; At least 4 posts have been made on the website of the District Executive Committee; At least 32 views monthly.	2 information days have been held. Each hosting 40 participants at least. An article in the local newspaper under the column "The one's own businessman" has been published; At least 4 posts have been made on the website of the District Executive Committee; At least 47 views monthly.	2 information days have been held. Each hosting 40 participants at least. An article in the local newspaper under the column "The one's own businessman" has been published; At least 4 posts have been made on the website of the District Executive Committee; At least 55 views monthly.

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
					At least 5 newly registered entrepreneurs. At least 100 positive feedbacks. Completed: 31.12.2020 The information days continue to be held regularly.
2.1. Holding trainings on organic farming with involvement of experts	01.09.2019-31.06.2020	The opinion of citizens on the most relevant issues of the ecologically friendly agriculture has been studied. At least 17 participants have taken part in the survey. A focus group with at least 12 participants.	The results of the survey and focus group have been analyzed. The relevant topics of the seminars have been determined. The industry experts have been invited.	At least 4 seminars have been held. At least 53 participants. Completed: 31.06.2020	At least 4 seminars have been held. At least 4 people have started working in an environmentally friendly business. The seminars are continuing.
2.2. Providing information and advisory support for the launch of peasant farms, agroecofarmsteads, craftsmanship, and development of model business plans	Continuously, 1 time per quarter	Advisory services have been provided to at least 12 citizens and businessmen. A model business plan has been developed.	Advisory services have been provided to at least 12 citizens and businessmen.	Advisory services have been provided to at least 12 citizens and businessmen.	Completed 31.12.2020 At least 2 agricultural enterprises, 2 farmsteads and 5 craftsmen have been registered.
2.3. Strengthening the intraregional integration of producers of organic food and representatives of tourist facilities and public catering based on holding fairs of organic products	01.10.2019 continuously	At least 2 fairs of agricultural products have been held; At least 30 producers and representatives of 2 public catering facilities have taken part.	At least 2 fairs of agricultural products have been held; At least 30 producers and representatives of 2 public catering facilities have taken part.	At least 2 fairs of agricultural products have been held; At least 30 producers and representatives of 2 public catering facilities have taken part.	Retail sales of agricultural products and products for public catering of the district have increased by 5%. Number of visitors of the agroecofarmsteads and tourist facilities has increased by 5%.
2.4. Participation in special forums and republican exhibitions in order to promote the district as a territory of the environmentally friendly rural business	01.01.2019-31.12.2020	At least 5 participants took part in each event.	At least 5 participants took part in each event.	At least 5 participants took part in each event.	At least 2 cooperation agreements have been signed. Completed 31.12.2020
2.5. Annual fairs of agricultural products	every year	At least 2 fairs of agricultural products have been held;	At least 4 fairs of agricultural products have been held; More than 20 farmers have participated.	At least 5 fairs of agricultural products have been held; More than 20 farmers have participated.	At least 7 fairs of agricultural products have been held; The annual growth of retail turnover – at least 3%.
3.1. Developing the concept of marketing, branding and promotion	01.01.2019-31.12.2019	The information on the creation of the district's brand has been prepared.	The concept of marketing, branding and promotion of the district as a tourist destination has been	The number of tourists has increased by 1.5%.	The increase in the number of tourists – at least 3%; Export of tourist services has

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
of the district as a tourist destination		The information has been posted on the website of the Executive Committee. At least 300 people have taken part in the concept development.	developed. At least 1 promo video has been produced and posted on the websites of the Vileyka District Executive Committee and Center of support of Entrepreneurship). Completed 30.09.2020		grown by 1.0% at least
3.2. Developing a tourism promo website of the district	01.01.2019-01.01.2020	The information on the tourist facilities (at least 35 facilities) has been collected.	The collected information has been systematized.	The information database has been posted on the Administration's website. Completed 01.01.2020	Number of tourists has increased to 1000 people.
3.3 Creating at least three tourist routes (an automobile and walking route through the sites of World War I, bicycle route through architectural tourist attractions, a horse route, and a rafting route along the river Vilia from its headstream to the Neman river), and their promotion;	01.06.2019-01.06.2020	The information on creating routes has been collected. At least 3 routes have been developed	The route has been advertised and promoted through the Internet, local newspaper and radio.	A newsletter has been sent to at least 10 travel agencies Completed 01.06.2020	At least 500 tourists have walked the routes. The annual increase in the number of tourists – at least 3%;
3.4. Holding at least three festivals annually (Uha-fest, TSUDouny Festival, Easter Festival, and Festival of Health)	Every year	Two festivals have been held. At least 1000 people participated	Three festivals have been held. At least 1300 people participated.	At least 4 festivals have been held. At least 4000 people participated.	Festivals are being held. The increase in the number of tourists – at least 3%; The annual growth of retail turnover – 3%. Export of tourist services has grown by 1.0% at least;
3.5. Arrangement of public spaces for the residents and tourists.	2018-2019	The transport equipment for separate collection of waste have been purchased	The euro containers for separate collection of waste have been purchased. 200 items). They have been installed at different locations in the town.	200 euro containers have been purchased and installed in 32 places of the town. They have been installed along 3 tourist routes. Completed 01.08.2019	The public spaces have been landscaped. The increase in the number of tourists – at least 3%;
per cent of the total budget by objective.		12	33	37	18
Total cumulative % of the total budget per each objective		12	45	82	100