



LOCAL ECONOMIC DEVELOPMENT PLAN

Municipality: Braslau District, Vitebsk Oblast

Country: The Republic of Belarus

Slogan: Braslau district welcomes guests and is open for cooperation!

09.07.2018

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List of Abbreviations, Tables & Annexes

List of Abbreviations

Abbreviation	Complete form
Initiative	- The EU Initiative "Mayors for Economic Growth"
Plan	- Local Economic Development Plan
SMEs	- Small and medium-sized enterprises

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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 Acting Chairman of the Braslau District Executive Committee

Dear ladies and gentlemen! Residents and guests of the town!

Braslau district is an amazing region with rich history, distinctive culture, pristine nature and unique tourism opportunities.

The district is located in the northwest of the Republic of Belarus on the border with Lithuania and Latvia and occupies an area of over 2 thousand km². The district is home to about 26 thousand people.

Braslau district is one of the few places with untouched nature, rich flora and fauna of Eastern Europe. 10% of its territory is covered with lakes. If you look at the map, the Braslau lakes, along with lakes of Latvia and Lithuania create an interesting geographical mosaic of water. People from all over the country and abroad come to spend their holidays in our district.

The geographical position of Braslau district provides opportunities for the development of diverse international cooperation. To date, 16 cooperation agreements and 3 protocols of intent have been concluded with the regions of Latvia, Lithuania, Ukraine, Russia, Poland, Estonia, and Armenia, within which a large number of projects contributing to the development of the district are being implemented.

Braslau district is open to different cultures and people, but however, keeps the traditions of the region. The best proof of this is a rich cultural life. The town, which is home to about 9 thousand people, is the center of five major International cultural festivals.

The favorable geographical position, rich natural resources and beautiful nature, as well as the constantly growing tourism potential, demonstrate the great opportunities of the district in economic, investment and social development.

The Administration of Braslau district is aware that the private sector is the most important source of economic growth today. It is important for the district that business expands, involving as much individuals and organizations as possible and joining their efforts to achieve economic growth for the benefit of all residents of the district.

It is for this purpose that this Local Economic Development Plan has been elaborated, which complements and develops the existing plans and programs of the district in terms of promoting entrepreneurship.

The district intends to implement this plan, and its implementation will contribute to the enhancement of business initiative, support of entrepreneurship, and creation of new jobs, which ultimately will improve the standard of living of the population and make the area attractive for living and visiting.

We always welcome the constructive cooperation and are ready to accept interesting offers. We invite everyone to visit Braslau district!

Sincerely Yours, Acting Chairman of the Braslau District Executive Committee

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Executive Summary

Braslau district joined the EU Initiative "Mayors for Economic Growth" because of sharing the values and goals, such as the economic growth, job creation and improvement of the living standards of the local population. The goals fully correspond to the Belarusian economic policy which is reflected in the Program for Social and Economic Development of Braslau District for 2016-2020 and in other plans at the local level.

The LEDP 2019-2020 is developed within the framework of the Braslau district commitments as a signatory of the Initiative and is focused on support to the business initiative and entrepreneurship. The objectiveness of the Plan is justified by the usage of the national and administrative statistics and expertise. The representatives of the local authorities, business community, and civil society took part in the development of the Plan, and their opinions were taken into account during regular discussions.

As a result of the conducted analysis, the main competitive advantages of the district have been identified; the vision, objectives, and activities have been developed to support development priorities of the district and the business sector.

Competitive advantages: cross-border geographical location; rich natural resources, in particular forests and lakes; safe environment; ecologically friendly production, historical and cultural tourist potential; experience in event and festival movement.

Vision: Braslau district is the untouched lake district of Belarus, the area of successful entrepreneurship in the field of tourism, the festival movement, as well as ecological production, make efficient use of local resources and the cross-border location; an attractive place for living and recreation.

Objective 1. Increase of the tourist attractiveness and promotion of the district.

- 1.1. Update and improvement of the tourist infrastructure;
- 1.2. Implementation of the investment project "Creation of an entertainment and leisure center in Braslau";
- 1.3. Development of an electronic catalog of assets in the tourism infrastructure;
- 1.4. Creation of the Wi-Fi access points map, posting it on the local administration's website.

Objective 2. Support for environmentally-oriented entrepreneurship.

- 2.1. Implementation of the investment project for the creation of a public catering facility using environmentally friendly food products;
- 2.2. Conducting seminars on the entrepreneurial activities in the field of environmentally-oriented production and organization of the expert advisory support;
- 2.3. Establishment of an Advisory Council for environmentally-oriented agriculture under the Department of Agriculture of the Executive Committee;
- 2.4. Development of an interactive map of sites available for placing the tourist facilities, including agroecotourism facilities, and posting it online.

Objective 3. Unleashing the potential for cross-border and international cooperation.

- 3.1. Expanding the scope and range of the international festival movement;
- 3.2. Developing and posting on the Internet the applications for Skype meetings, video conferences, etc. with the representatives of SMEs from abroad in order to exchange business experience in various fields of activity;
- 3.3. Participation in regional, national and international investment forums, international tourism exhibitions, regional and national tourism competitions;
- 3.4. Development and dissemination of new promising investment proposals in the media, with a focus on a foreign investor (in Russian and foreign languages);

The private businesses and the local budget are the main sources of financing the LEDP for 2019-2020. The total budget is 1,703,000 euro. The budget deficit is planned at 26,000 euro and is considered as an incentive for finding additional funds for the implementation of the planned activities. Monitoring of implementation will be carried out on a half-year period basis.

Introduction

Braslau district joined the EU Initiative "Mayors for economic growth" (hereinafter referred to as the M4EG) on May 31, 2017, and became its member because it shares the goals and objectives of the Initiative: sustainable local economic development, employment growth in the private sector, growth of real income of the population, improvement of the social background in accordance with the state economic policy and the existing development plans of the district. In accordance with the commitments of the signatory and for this purpose, a Local Economic Development Plan has been created.

The Local Economic Development Plan (hereinafter referred to as the Plan) is a document which systematizes the experience of the development and implementation of the activities and sets the basis for the further work on strengthening the economic position of the district. It allows the authorities, business community, NGOs, citizens and other stakeholders to jointly consider the development issues and to develop effective and innovative solutions. The Plan analyzes the peculiarities of the district development in order to define the priorities of the development and to formulate the visions for future development.

It is important to note that the Local Economic Development Plan has been developed for the purpose of participation in the Initiative, but it is not exhaustive and does not replace the existing development plans. The focus of the Plan is the development of the private sector to promote the growth, development and employment. This Plan will be an additional special purpose document, along with the developed Program for Social and Economic Development of Braslau District for 2016-2020, the annual development plan of Braslau district, the Sustainable Development Strategy until 2030, the Passport of the territorially-oriented development of Braslau District and other regulations.

Braslau district is located in the northwest of the Republic of Belarus on the border with Lithuania and Latvia and occupies an area of over 2 thousand km² (Annex 1). The district is located 220 km away from Vitebsk and 240 km away from Minsk. It shares borders with 4 districts of Vitebsk Oblast. Braslau has good transport links with other cities of the country.

There are 593 settlements in the district, which are home to 25.9 thousand people (48% men, 52% women), including 14.4 thousand rural population (55.6% of total population). The share of the working-age population is 52.5 %. The average age of the population of the district is 42.7 years (men – 40.1 years, women – 45.2 years). In Braslau district, rural-urban-regional transfers have always played a significant role, as a result of which the demographic base of the rural population has been decreased, and there is a shortage of labor force both in the rural areas of the district and in the town of Braslau. In 2017, the migration loss in the district was 192 persons.

The district has a rich nature potential. Forests cover 35% of the district's area (87.1% of the Oblast total). About 300 lakes cover almost 10% of the district's area.

However, under all favorable conditions, it is possible to identify the main constraints to the economic development of the district, namely: considerable wear and tear on the facilities of enterprises; specific agriculture conditions; remoteness from the Oblast centers; low level of transport mobility; high cost and subsidization of the district; insufficient infrastructure, including tourism infrastructure; seasonality of tourism, decrease in the number of economically active population; and lack of qualified personnel.

This means that the expectations of the district from the participation in the Initiative are associated with the expansion of opportunities to promote the district as a favorable place for investing, visiting, and implementing international technical assistance projects, and acquaintance with the best experience of local economic development in the EU countries of the Eastern Partnership.

The cost of implementing the Plan will be partially covered from the local budget.

1. Process of developing Local Economic Development Plan

To ensure the participation of both the public and private sectors in the process of elaborating the Plan, a working group and a drafting team of 16 people was formed, including the representatives of the District Executive Committee – 8 members, state and public enterprises – 3 members, state enterprises – 2 members, mass media – 1 member, and business – 2 members. The Vice-Chairman of the Braslau District Executive Committee, who had been appointed by the Chairman of the District Executive Committee as a Local Economic Development Officer within the M4EG, and who had received the four-stage training under the M4EG Initiative, provided the methodological support and coordinated work on the LEDP development

The LEDP development was initiated in October 2017. At the very beginning of the LEDP elaboration, a meeting was held with the representatives of the Council for Entrepreneurship Development set up in Braslau district, which consists of 11 members, including 9 representatives of the private business and 2 representatives of the District Executive Committee. The established drafting team continued the work (Annex 2).

Regular meetings were held with various target groups, governmental and non-governmental organizations and SMEs representatives in order to get a real picture of the social and economic situation in Braslau district. All the meetings were held in a constructive manner. The proposals, challenges, needs, and visions discussed at the meetings were analyzed, systematized and taken into account while developing the LEDP. The Plan was developed taking into account the principles of unity, comprehensiveness and consistency, permanence and flexibility, balance of interests, innovation, partnership, and co-financing. The most complex and important issue during the discussions was the funding of the planned activities within the LEDP.

While developing the Plan, the data of both national and district statistics were used. Consultations were held with the experts of the Braslau District Executive Committee (Department of Labor, Department of Education, Department of Sports and Tourism and other) and non-governmental organizations as necessary.

2. Local Economic Analysis

2.1. Analysis of Local Economic Structure

Braslau district is currently an agrarian district with low level of social and economic development and is the raw material supplier of the processing enterprises of Glubokoe, Miory, and Postavy districts of Vitebsk Oblast. The level of subsidization of the budget in recent years decreased (2015 – 53.0%, 2016 – 50.7%, 2017 – 49.5%, and 2018 – 48.9%).

The key performance indicators of the district are formed by: 24 major enterprises (according to statistics), 11 of which are agricultural, 4 – industrial, 2 – construction, 3 – transport, 2 – trade, 1 – providing art, sports, entertainment and recreation services, 1 – providing other types of services, 85 SMEs, 373 individual entrepreneurs, 15 agricultural enterprises, 97 artisans, 294 owners of farmsteads (Annex 3).

The number of micro, small and medium-sized enterprises in Braslau district has increased by 14% for the last 6 years. The individual entrepreneurship, handicraft, and agrotourism are being steadily developed (Annex 4). Their contribution to the local budget is more than 30% annually. They have created more than 200 jobs over the past few years. To date, SMEs operate in almost all sectors of the economy. 188 SMEs are involved in trade (21.3%), 24 – in transportation services (2.7%), 37 – in construction services (4.2 %), 8 – in industry (0.9%), 31– in agriculture (including agricultural enterprises) (3,5%), in other activities including tourism (67.1%). In 2017, the share of budget revenue from small businesses amounted to 31% (3.4 million BYN or 1.4 million euro), that is by 5.1 percentage points more than in 2016. The share of budget revenue received from individual entrepreneurs amounted to 4.7 % (0.5 million NYB or 0.2 million euro).

The hallmark of the district is the territory itself: "Braslau district is the land of blue lakes". The region is one of the most valuable natural and historical territories of the Republic of Belarus. Its relief was formed during the retreat of the last glacier in Europe, which the Belarusian scientists call Posersky. For the preservation and enhancement of the natural resources, the State environmental institution "The Braslau Lake National Park" was established in 1995. The total land area of the National Park is 112 thousand

hectares.

The private sector contributes significantly to tourism. There are 3 hotels in the district. Facilities for accommodation are offered by the recreation centers of the National Park, the tourist and recreational subsidiary unitary enterprise "Braslau Lakes", and 3 private enterprises (Green Club, Braslau Hotel, and Strusto). For tourists who love active leisure, there are 68 campsites which can accommodate more than 1000 people. There are 21 public catering facilities (over 1000 seats) – Café Balash, Plyazh (Beach), and Strustyansky pritulak. However, with an increase in the number of tourists this is not enough. (*The liquidation of the Braslau District Consumer Society in April 2018, which included the largest catering facilities (restaurant "Ozerny", cafe "Klever" and others) has a negative impact on this situation*). Currently, they are closed. Sales in public catering in 2017 amounted to 94%, and in the 1st half of 2018 – 79,6%.

Vitebsk Oblast is the Belarus leader in providing agrotourism services. A record number of facilities offering recreation in the countryside have been registered in the district – about 300 facilities are located in Braslau district, which can accommodate more than 2000 people. *In 2017, the number of tourists who visited the agroecofarmsteads of the district amounted to 9045 people, including 1557 foreign nationals (in 2016 – 9,557 people, including 1558 foreign nationals, in 2015 – 8,577, including 2,347 foreign nationals). The share of foreign nationals in the total number of tourists who visited agroecofarmsteads in Braslau district since January 1, 2018, amounted to more than 20%.*

The popularity of healthy lifestyle led to rising awareness. The products used to prepare healthy food should be organically grown in ecologically clean regions, without pesticides and insecticides. There are 15 agricultural enterprises in the district that are engaged in organic vegetables and fruits production (*Vitalich-lug KFKh, Mezhozernoye*), livestock breeding (*Rachiy Khutorok KFKh and Yedishki breed sheep and geese*), fish farming (*Zapruzhanay KFKh breeds carp, silver carp, and grass carp*). All agricultural enterprises are engaged in agrotourism as well. Individuals are involved in beekeeping, bread baking, and handicrafts (*women artisans are engaged in the manufacture of handicraft products (straw making, weaving, and pottery), men artisans – in wood processing, smithing, etc.*).

Braslau district combines rich historical and cultural traditions. At the moment, Braslau is home to about 9 thousand people. It hosts several large international cultural festivals which also attract tourists.

The oldest in the Republic traditional culture festival "Braslau Zarnitsy" is widely known. In 2017, the 50th anniversary festival hosted the official delegations from Poland, Latvia, Lithuania, and Russia, representatives of the diplomatic corps, the Ministry of Culture of the Republic of Belarus, the Vitebsk Oblast Executive Committee, the media, as well as artistic groups from Latvia, Lithuania, Russia, Estonia, Armenia, and Poland.

For the last 5 years, the sports and music festival "Viva Braslau" has been held in the district, which has already become the hallmark of the district, gathering an increasing number of local and foreign participants and guests every year. Recently the festival has got the name "Belarusian Ibiza".

The district holds the open rally championships of the Republic of Belarus "Slavic Cup" in which the teams from Lithuania, Russia and Belarus take part, the international beach tennis competitions, the Republican competitions in wakeboarding, and the international sailing competition "Braslau regatta".

In order to develop water sports and tourism in the district, an agreement was reached between the District Executive Committee and the Embassy of the Republic of Poland in the Republic of Belarus on the establishment of a sailing school on the basis of the State Institution "The District Sports Club "Drivyatich" in March 2016. Within this cooperation, the necessary sports equipment, 15 yachts-boats, and 1 motor boat have been purchased, a pier and a hangar with equipment for training yachtsmen and a room for storage of inventory and boats have been constructed. The sailing school in Braslau was open in 2017.

For 5 months of 2018, the district export of tourist services amounted to 112,000 euro (the share in the total export of services is 41.2%). The growth of tourist services will amount to 137% (in 2017, the growth was 115%).

The analysis of small businesses in the district shows the great potential for its further development which requires further activities for the support and improvement of the business environment. The existing infrastructure and the specifics of the private sector of the district support the need for further development of tourism as the most promising sector of the district's economy (*the share of budget revenues received from the tourism-related entities is about 20% which is more than 2 million BYN or about 1 million euro*).

The development of the district in the long term is also connected with the effective use of the available unique resources of the territory due to the expansion of the scale of business structures (in all fields, in particular environmentally-oriented production), the inflow of investor funds (including foreign ones), active participation of local authorities, public organizations and local residents.

The **sectors (points) of growth** are: tourism and related services (public catering, accommodation, leisure etc.); and the production of environmentally friendly products (agricultural products, handicraft products, and agroecotourism). The main problems that can be solved with the expansion of support and development of private business in these industries are as follows:

tourism – the employment growth, increase in exports of services, including tourist services, improvement and construction of new infrastructure, improvement and diversification of cultural and leisure activities of the population, improvement of living environment, and preservation of historical and cultural heritage;

the production of environmentally friendly products – providing employment, tax revenue, attraction of investments; positioning of organic agricultural products and products of handicraft will attract tourists to the district; and promoting a healthy lifestyle.

The additional factor of local economic development is the **international and cross-border cooperation**, which will allow to attract investments, including foreign ones, to ensure the growth of exports of services and tax revenues.

2.2. Local Cooperation and Networking

Braslau district, being a small territorial unit, has no business incubators for small businesses, a chamber of commerce, an entrepreneurial support center and other business environment organizations. 90% of enterprises know little about such associations and do not understand how they can support the development of their business. In turn, the business associations do not show interest in the entities. The district administration holds meetings with the representatives of the business community, but all of them are formal. *In March 2018, the business seminar with the representatives of SMEs on the application of the legislation on entrepreneurship was held. The seminar was attended by the representative of the communal unitary enterprise "Novopolotsk center of entrepreneurship and real estate."* The cooperation of the district's entrepreneurs and the Polotsk and Novopolotsk Support Centers can be organized on a one-off basis, for example, if it is necessary to develop a business plan.

In order to address issues related to the development of entrepreneurship, the Braslau District Executive Committee has set up the Council for Entrepreneurship Development, which ensures interaction between local government and business organizations. The Council consists of the representatives of SMEs and the Executive Committee. *The main issues for consideration are the recent changes in legislation, making proposals for changes in legislation, participation in exhibitions, etc.*

The Interdepartmental Coordination Council on tourism development organizes tourist activities in the district. It is composed of the representatives of the Executive Committee, Inspectorate for Environmental Protection, businesses, farmsteads, public associations, deputies, and historians. *Every year, the meeting of the District Executive Committee or the District Council of Deputies considers the most acute issues in the development of the district's tourism and suggests ways of solving them with the active support of local authorities.*

There are 24 public associations and 6 district trade unions implementing the principle of joint participation registered in the district. An example would be the Braslau district public association for cross-border cooperation Euroregion "Ozerny Krai". *Since 1998, Braslau district is a part of the Euroregion involving the development of cooperation between border regions of Latvia, Lithuania and Belarus through the exchange of experience and information between the local governments. In partnership with the local authorities, organizations and agencies, the district has implemented a dozen projects and initiatives and contributed to the development of the infrastructure for recreation and tourism, the brand of the area and to the addressing environmental issues in the district.*

The created Public Council for the development and implementation of strategies for sustainable development of the district for the period up to 2030 and the local action group on area-based development (within the project "Support to Local Development in the Republic of Belarus" funded by the European Union and implemented by UNDP in accordance with the Memorandum of understanding with UNDP)

provide the collaboration between the local authorities, residents, NGOs, business community, and other stakeholders to take account of their interests and needs.

Thus, at present, the cooperation between the main actors is not developed. It was limited to the meetings of the Administration with small businesses mainly on the tax legislation issues or on dealing with conflict situations (Annex 5).

For the development of cooperation in tourism, an international tourist cluster should be created, which will involve both the state and private companies from various industries. It should coordinate the activities of all companies in the district which would constantly interact with each other. The management company, in turn, would regulate the work of accommodation facilities (hotels, farmsteads, etc.), catering facilities (restaurants, cafes, bars, etc.), places of leisure, and souvenir shops. An active development of this field could attract new investment to the district and give a new targeted boost to its development.

2.3 Business-friendly, Transparent and Corruption-Free Administration

The local government priority is to become open and transparent, which will contribute to the growth of the civilian and private sector and to the development of business partnership. The local government is trying to tailor services to the needs of the civilian sector by implementing the "one-stop service" principle and making the exchange of information possible.

The conditions for the active involvement of the business community and residents in the adoption of the decisions important for the district's development have been created. The basic form of participation is informing SMEs on the adoption of certain managerial decisions by the authorities. The district authorities post information on the websites of the Administration, publish it in the local newspaper, conduct informational meetings, and make it available on the message boards and information boards of the local authorities. Awareness is a necessary foundation for achieving higher levels of public participation.

However, the Administration lacks experience in providing information and business services to enterprises in an active mode. The Administration works only with those representatives of the business community who apply themselves, and not with everyone equally. To improve communication with the business community and to timely provide all necessary information, it is planned to publish a single electronic business bulletin issued by the existing Center of support of Entrepreneurship. New entrepreneurs lack information on financial resources and on the existing business organizations that can support them.

2.4. Access to Finance

Access to finance remains a key obstacle for the SMEs growth, in particular, the access to funding from the local sources and longer-term funding is insufficient in general. In recent years, the government has given priority to the development of the sector and began to implement a series of support mechanism, however, SMEs still rely on bank lending as their main source of funding, while the banks offer a limited number of products for SMEs or lending practices tailored to the needs of small businesses.

Support in the form of services and lending to SMEs is provided by 2 banks located in the district (Belarusbank OAO and Belagroprombank OAO). The services of Development Bank of the Republic of Belarus OAO are also widely provided. The bank has developed a new line in support of regions and women's entrepreneurship. The Office for Labor, Employment and Social Protection of the Braslau District Executive Committee may assist in the organization of entrepreneurial activities to the unemployed in the form of a subsidy. However, SMEs are experiencing difficulties in obtaining loans because of the relatively high interest rates compared to the profitability of business, and the stringent requirements with respect to the collateral required. The lack of fixed assets and working capital of SMEs leads to a shortage of own security under the loan agreement.

Thus, the main source of funding the development of SMEs in the district is still their own resources. There is practically no other source of financing for business activities in the district (Annex 6).

2.5. Land and Infrastructure

As of January 1, 2018, the total area of state property in Braslau district was 171.6 thousand m² of which 8.7 thousand m² or 5% is unused.

The list of unused property of all forms of property planned for sale or leasing, which includes 48 objects, is posted and regularly updated on the website of the district Administration. The information on the plots offered to legal entities and individual entrepreneurs for the development of tourist facilities, including

agroecotourist facilities, is also posted on the website (the list contains 100 land plots).

The open auctions for awarding a lease contract for a plot for the construction of various facilities are organized and held on a monthly basis. Liquid assets which can be used for business creation are sold from auctions, for e.g. 1 base amount (10 euro).

The investment proposal aimed at commercializing the unused property, mainly aimed at the development of tourism, are posted on the website of the District Executive Committee (*e.g. the construction of a camping and parking facility on the lakes Uklya and Opsa; the reconstruction and restoration of the former count's manor in the village of Vidzy-Lovchinsky which is the complex of historical and cultural value*).

However, due to the fact that all the unused plots are mainly located in rural area, in unpromising localities remote from the nationwide roads and the proposed objects of social sphere (schools) have large area (over 1000 m²), these plots are not suitable for SMEs and there is no demand for them (Annex 7).

2.6. Regulatory and Institutional Framework

The following optimal conditions are created for private business: the Legal Department of the District Executive Committee carries out the registration of SMEs and individual entrepreneurs on an application basis with a minimum package of documents (passport of a citizen, application, and charter) within five days; one-stop service is organized; the Economic Department of the Braslau District Executive Committee leases the unused premises at low rates; the Office for Labor, Employment and Social Protection of the Braslau District Executive Committee allocates budgetary subsidies to the unemployed to open their own business; training and retraining are conducted. The district administration conducts free seminars, informs about new legislative acts and mechanisms for their work on the Internet and in the local media. The Economic Department, Legal Department and Council for Entrepreneurship Development carry out explanatory work for private business entities.

Negative impact is exerted by a large number of rules, regulations and legislative barriers, as well as extensive list of necessary documents and their lengthy review, especially in construction, licensing, procurement, and certification. Insufficient independence of local managers in decision-making and management of budgetary funds is also a problem. The local administration provides for the reduction of taxes and fees, which are managed by the administration, for example, land and real estate taxes.

The local administration provides for the reduction of taxes and fees, which are managed by the administration, for example, land and real estate taxes. The district Administration has a limited set of legal and institutional tools and cannot significantly influence these processes (Annex 8).

2.7. Skills and Human Capital, Inclusiveness

The number of employed in Braslau district has declined by 3 thousand people since 2010 and in January 1, 2018, amounted to 9.2 thousand. In 2017, the average monthly wage in the district was 539.7 BYN (229 euro). The average income in large cities is much higher than in the district. This is one of the main reasons for the outflow of youth and qualified personnel in Minsk, other major cities and in the Russian Federation. As a result, there is a deficit of labor force in the rural area of the district.

The Labor office of the district constantly identifies vacancies. *Today, they are 78 vacancies, half of which are in agriculture. The low motivation of work at the agricultural enterprises and the organizations of the budgetary sphere persists (lack of housing, low wages, and lack of institutions of culture and education, especially in rural areas)*. The information on vacancies is provided mainly by the state enterprises of the district. However, the private businesses are also informed about the need to provide this kind of information. Private entities mainly publish their vacancies in the district newspaper and social networks, bypassing the Labor Office, arguing that the unemployed who apply to the Office do not meet their requirements. Therefore, they search the specialist themselves.

Unemployed, if necessary, can undergo retraining in various specialties organized by the Office (*electric gas welder, mason, stove-maker, forklift driver, molar, plasterer, manicure master, hairdresser, fireman, electrician, cook, and seller*). They can also learn business planning, entrepreneurship, basics of business, and the accounting software 1C.

The Vidzovo State Vocational and Technical College provides vocational education in the following areas: a cook, waiter, mechanic technician, mechanic for the repair of agricultural machinery, tractor driver,

forester, and driver. Basically, all the graduates get jobs in the agricultural organizations of the district.

SMEs are in need of technical specialists (*in the summer time, one can find job ads for a barman, a waiter/waitress, and a maid in social networks*). With the development of tourism, a need in such specialists may appear.

The ways to solve the problem of staffing shortages are, in particular, the targeted training of the most promising students customized to the needs of specific SMEs, the combination of theoretical training and production practice, the provision of housing to young professionals, decent wages, as well as increasing the prestige of workers' professions through media and social advertising (Annex 9).

2.8. External Positioning and Marketing

While developing the LEDP, it was equally important to consider public opinion and understand how local residents perceive their district. The assessment of the needs of the district is made taking into account the opinions of the residents.

The Braslau lakes, rich potential and cultural and historical heritage were referred to as the main competitive advantages of the district by its residents. All this is important for the growth of existing and attracting new investment. The residents associate their expectations for growth in the local economy primarily with the development of entrepreneurship in tourism.

For investors, Braslau district is attractive also for its advantageous geographical position and significant tourist potential.

In turn, the Administration, local organizations, and enterprises make great efforts to maintain urban infrastructure conducive to attracting tourists, as well as to maintain the objects of historical and cultural values. The town parks, beaches and other public areas in the town are well maintained. A purposeful policy is implemented to promote the local brand by organizing all kinds of events (including international ones), participating in national events, and informing about the region (via the Internet, television, printed materials, advertising brochures, banners, etc.). However, these measures are not always systematic in nature, due to the lack of a coherent marketing policy in the district.

To attract and inform the tourists and visitors, the research institution of culture "Braslau District Association of Museums" has developed information leaflets with a list of services which are distributed to organizations and institutions of the town and district, farmsteads, and service facilities. In June 2018, the Museum of Traditional Culture introduced a new paid service – the quest-game "Traditions and Culture of Braslau district".

To organize cultural leisure of the visitors of the district, the Braslau District Association of Museums conducts guided tours of Braslau district which include the Castle mountain, the hill Beacon, Slobodka, sightseeing tour around the town of Braslau, the Guerrilla trails of Braslau, guided tours to the Opsa, Drisvyaty, Druya, and Vidzy. Expositions and exhibitions in the Museum of Local History and the Museum of Traditional Culture, workshops on folk crafts (pottery, weaving belts, straw making, flower making, etc.), master classes in pottery, and the traditional culture festival "Fair of Crafts" are organized. The Museum of Local History has developed two new routes for field trips: "Temple Ring of Braslau district" and "Braslau – Druya".

The National Park conducts the following tours of the Braslau district: a sightseeing tour through the territory, ecological trail "Slobodkovskaya Ozovaya Gryada", sightseeing tour around the town of Braslau, observation of wild animals in their natural habitat, guided fishing on the lakes of the National Park, walk on the pond fish farm, and "Architecture of the Belarusian Lakeland" (Annex 10).

3. SWOT analysis

The SWOT analysis as the basis for further development prospects has been made to assess the current economic situation.

Strengths:

- cross-border geographical location of the district;
- rich natural resources, in particular forests and lakes
- safe environment, the National Park;
- historical and cultural tourist potential;

- experience of holding major events and festivals;
- developed agrotourism and competitive environment created by a large number of private entities in this field.

Weaknesses:

- non-diversified economy and lack of large enterprises that generate economic growth and employment;
- insufficient use of local resources and products by enterprise in accordance with the demand from tourists;
- low wages in comparison with other districts of the Oblast;
- insufficient number of recreational facilities and public catering facilities and other tourism infrastructure;
- worsening demographic situation and reduction of labor force due to ageing and migration;
- competence and motivation of the residents in doing business is low.

Opportunities:

- state support for entrepreneurship;
- growing popularity of agroeco- and water-sports tourism and related festival movements;
- popularity of healthy lifestyle and eco-friendly products;
- visa-free regime and prospects for the inbound tourism expanding;
- expansion of cross-border cooperation.

Threats:

- decline in the purchasing power of the population, including the population in the countries of inbound tourism;
- adverse changes in the financial system, an increase in tax rates or in the number of taxes;
- stricter environmental regulations for businesses;
- increased migration to large cities and abroad.

4. Vision and Objectives

Braslau district is perceived as the area attractive for investment. The unique historical, cultural and natural heritage and the geographical location of the district create the potential for its development. Therefore, one of the conditions for sustainable development of the district in the long term is the ultimate activation of its own capacity and the use of internal resources. The central role in the solution of this problem is related to the effective use of the existing unique resources of the district through the expansion of businesses, the inflow of investment, including the foreign one, with active participation of the local authorities, public organizations and local residents. Therefore, Braslau district can be positioned as follows:

Braslau district is a "clean area in Belarus", a unique, and environmentally safe recreational zone;

Braslau district is "the hallmark of the tourism industry", the gateway of inbound European tourism; the recreational area with high level of comfort, national flavor and unique nature. It attracts tourists with an effective brand and a variety of tourist services;

Braslau district is "the pearl of festivals" holding annual mass events and festivals for people of all ages, both traditional and modern;

Braslau district is "a good start for business", it's an attractive and comfortable place for living with wide opportunities for employment in services and small businesses, as well as obtaining additional revenue through active engagement in handicraft and agrotourism;

Braslau district – "we are open for cooperation". It's an area of productive cross-border and international cooperation, attracting additional external resources for developing competitive advantages in its environment.

Vision. Braslau district is the untouched lake district of Belarus, the area of successful

entrepreneurship in the field of tourism, the festival movement, as well as ecological production, make efficient use of local resources and the cross-border location; an attractive place for living and recreation.

Priority directions and development objectives until the end of 2020 are as follows:

1. Increase of the tourist attractiveness and promotion of the district;
2. Support for environmentally-oriented entrepreneurship;
3. Unleashing the potential for cross-border and international cooperation.

5. Action plan

The district sets the long-term strategic objectives and appropriate actions from the point of view of its history, experience, challenges, needs and opportunities for the local economic development.

Objective 1. Increase of the tourist attractiveness and promotion of the district.

Activities:

- 1.1. Update and improvement of the tourist infrastructure (*a beach, parking lot, and playground*);
- 1.2. Implementation of the investment project "Creation of an entertainment and leisure center in Braslau" *on the basis of a former unused public real estate transferred to private ownership (building of the former cinema)* with the assignment of QR codes;
- 1.3. Development of an electronic catalog of assets in the tourism infrastructure (*accommodation, food, culture, farmsteads, museums, artisans, etc.*);
- 1.4. Creation of the Wi-Fi access points map, posting it on the local administration's website.

Objective 2. Support for environmentally-oriented entrepreneurship.

Activities:

- 2.1. Implementation of the investment project for the creation of a public catering facility (*on the basis of a former unused public real estate transferred to private ownership*) using environmentally friendly food products (*purchased directly from local agricultural enterprises*);
- 2.2. Conducting seminars on entrepreneurial activities in the field of environmentally-oriented production and convening expert consultations;
- 2.3. Establishment of an Advisory Council for environmentally-oriented agriculture under the Department of Agriculture of the Executive Committee;
- 2.4. Development of an interactive map of sites available for placing the tourist facilities, including agroecotourism facilities, and posting it online.

Objective 3. Unleashing the potential for cross-border and international cooperation.

Activities:

- 3.1. Expanding the scope and range of the international festival movement;
- 3.2. Developing and posting on the Internet the applications for Skype meetings, video conferences, etc. with the representatives of SMEs from abroad in order to exchange business experience in various fields of activity;
- 3.3. Participation in regional, national and international investment forums, international tourism exhibitions, regional and national tourism competitions;
- 3.4. Development and dissemination of new promising investment proposals in the media, with a focus on a foreign investor (in Russian and foreign languages) (table 1, Annex 11).

6. Financing Scheme

The development of Braslau district is largely determined by the activities of the local authorities and the amount of budgetary financing allocated for the implementation of the planned activities within the social and economic development of the district. In the context of a decrease in budgetary financing, a number of issues related to the development of the district require new mechanisms and tools that help to mobilize and effectively use the region's domestic potential.

Planning for the implementation of planned activities provides an opportunity to actively work both with budgetary funds of various levels, and with donors to attract additional funding for the development of the district. It also allows to build implemented and planned initiatives and projects into a unified and logical scheme for the development of the district.

Implementation of the Plan will be funded from various sources, including: the Republican budget; Oblast budget; local budget; proprietary funds of private businesses and individual entrepreneurs registered in Braslau district; off-budget funds (institutions / organizations); capital investments, including foreign ones; funds provided in accordance with the Decree of the President of the Republic of Belarus of July 1, 2005 No.300 "On provision and use of grant assistance (sponsor support)"; donor funding within the district's participation in international technical assistance projects and national programs; voluntary donations of the local population; self-taxation funds.

The total planned budget of the Plan is 1703 thousand euro; the budget deficit is 26 thousand euro. The financing scheme is presented in Table 2.

7. Monitoring Indicators and Mechanisms

The following possible risks should be taken into account when implementing the LEDP:

- political (possible international measures, sanctions and restrictions);
- economic (sharp currency fluctuations, significant increase in prices for raw materials, materials, and energy resources). qualifying for preferences and benefits provided by the law for their mitigation;
- demographic (unfavorable age pattern of the population, and the contraction in labor market participation). Creating new profitable enterprises will attract workers from the neighboring districts;
- financial (insufficient budgetary funds). It is planned to further attract grant and donor funds;
- natural and ecological (climate change, and natural disasters).

In order to prevent an increase in risks, the monitoring mechanism of the implementation of the plan has been developed. Monitoring will be carried out in accordance with the indicators and frequency stipulated in table 3.

Table 1. Action Plan

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost	Monitoring indicators / Indicators of an output and their target values	The results, indicators and their target values
1. External Positioning and Marketing 4. Local Cooperation and Networking 3. Business-friendly, Transparent and Corruption-Free Administration 4. Land and Infrastructure	Objective 1. Increase of the tourist attractiveness and promotion of the district	1.1. Update and improvement of the tourist infrastructure (<i>a beach, parking lot, and playground</i>);	01.01.2019-01.01.2020	Administration, housing and community amenity "Braslau-Kommunalnik" KUP, business	2,002,005 BYN (850,000 euro)	At least 3 improved facilities; 100% of the estimated cost spent.	The result: Improved tourism infrastructure. The image of the district has been improved Monitoring indicators of the result and their target values: the number of tourists visiting the district has increased from 30 thousand people a year up to 35 thousand people; share of foreign tourists in the total number of tourists has increased up to 25%; export of tourism services has grown by 2.5% at least
		1.2. Implementation of the investment project "Creation of an entertainment and leisure center in Braslau" <i>on the basis of a former unused public real estate transferred to private ownership (building of the former cinema)</i> ;	01.08.2018-01.01.2021	Administration, business, bank	706,590 BYN (300,000 euro)	The entertainment and leisure center has been open; 1 new company has been established; 100% of the estimated cost spent, at least 15 jobs have been created	The result: The SMEs contribution to the tourism industry of the district in terms of leisure and catering has been increased Monitoring indicators of the result and their target values: the tax revenue received from SMEs has increased by 1% at least; export of tourism services has grown by 2.5% at least; sales in public catering have grown by 1% at least.
		1.3. Development of an electronic catalog of assets in the tourism infrastructure (<i>accommodation, food, culture, farmsteads, museums, artisans, etc.</i>) with the assignment of QR codes	01.05.2019-01.10.2019	Administration, business, media	16,487 BYN (7000 euro)	At least 50 objects of tourist infrastructure have been included in the catalogue; Website statistics – at least 10 views per month	The result: A platform for joining efforts of the government and private business for attracting tourists has been established, what will be the first stage in the establishment in the future of tourism business clusters (tourism association) Monitoring indicators of the result and their target values: the number of tourists visiting the district has increased from 30 thousand people a year up to 35 thousand people; share of foreign tourists in the total number of tourists has increased up to 25%; export of tourism services has grown by 2.5% at least; sales in public catering have grown by 1% at least.
		1.4. Creation of the Wi-Fi	01.07.2019-	Administration,	4711 BYN	At least 5 objects	The result: A platform for joining efforts

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated Cost	Monitoring indicators / Indicators of an output and their target values	The results, indicators and their target values
		access points map, posting it on the local administration's website	01.10.2019	business, media	(2000 euro)	indicated on the map; Website statistics – at least 10 views per month	of the government and private business for attracting tourists has been established. Monitoring indicators of the result and their target values: the number of tourists visiting the district has increased from 30 thousand people a year up to 35 thousand people; share of foreign tourists in the total number of tourists has increased up to 25%; export of tourism services has grown by 2.5% at least.
1. Local Cooperation and Networking 2. Business-friendly, Transparent and Corruption-Free Administration 3. Regulatory and Institutional Framework 4. Land and Infrastructure	Objective 2. Support for environmentally-oriented entrepreneurship	2.1. Implementation of the investment project for the creation of a public catering facility (<i>on the basis of a former unused public real estate transferred to private ownership</i>) using environmentally friendly food products (<i>purchased directly from local agricultural enterprises</i>).	01.09.2018-01.01.2020	Administration, business, bank	28,264 BYN (12,000 euro)	A public catering facility has been open; 1 new company has been established; 5 new jobs have been created at least; 100% of the estimated cost spent.	The result: SMEs contribution in public catering in terms of promotion of healthy food has been increased. Monitoring indicators of the result and their target values: the tax revenue from SMEs has increased by 1% at least; sales in public catering have grown by 1% at least;
		2.2 Conducting seminars on entrepreneurial activities in the field of environmentally-oriented production and convening expert consultations.	01.01.2019-01.01.2021	Administration, business	2355 BYN (1000 euro)	At least 2 meetings or seminars have been held annually, each hosting 10 participants at least.	The result: Awareness of the population and business entities on entrepreneurship in the field of environmentally-oriented production has been raised Monitoring indicators of the result and their target values: At least 3 new entrepreneurs and agricultural enterprises.
		2.3. Establishment of an Advisory Council for environmentally-oriented agriculture under the Department of Agriculture of the Executive Committee.	01.01.2019-01.05.2019	Administration, business	2355 BYN (1000 euro)	Advisory Council has been established; it consists of 5 members at least (including representatives of the Executive Committee, and	The result: Entrepreneurial activity in the field of environmentally-oriented production and agriculture has been coordinated. Monitoring indicators of the result and their target values: At least 3 new entrepreneurs and/or agricultural enterprises producing organic food.

<i>Building Blocks</i>	<i>Key Objectives</i>	<i>Actions / project ideas</i>	<i>Duration (start / 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>
						business community) 5 requests at least.	
		2.4. Development of an interactive map of sites available for placing the tourist facilities, including agroecotourism facilities, and posting it online.	01.10.2019-01.10.2020	Administration, business	47,106 BYN (10,000 euro)	The map is developed 100% of the estimated cost spent. At least 15 views; At least 5 people have requested for the allocation of the site.	The result: Environment favorable for the private business has been created. Monitoring indicators of the result and their target values: At least 2 sites have been transferred for implementation of activities.
1. External Positioning and Marketing 2. Business-friendly, Transparent and Corruption-Free Administration 3. Local Cooperation and Networking 4. Land and Infrastructure	Objective 3. Unleashing the potential of cross-border and international cooperation	3.1. Expanding the scope and range of the international festival movement.	01.01.2019-01.01.2021	Administration, business	1,177,650 BYN (500,000 euro)	At least 4 events have been held; At least 5 foreign teams and at least 15,000 participants annually.	The result: Advertising and promotion of the district as an international center of the festival movement have been made; its recognition and attractiveness for investors and tourists have been increased. Monitoring indicators of the result and their target values: The number of tourists visiting the district has increased from 30 thousand people a year up to 35 thousand people; share of foreign tourists in the total number of tourists has increased up to 25%; retail sales have grown by 1% at least; export of tourism services has grown by 2.5% at least.
		3.2. Developing and posting on the Internet the applications for Skype meetings, video conferences, etc. with the representatives of foreign SMEs in order to exchange business experience in various fields of activity.	01.05.2020-01.08.2020	Administration, business	11,777 BYN (5000 euro)	At least 5 views monthly, at least 2 representatives of foreign companies have applied for exchange of experience	The result: International exchange of experience and new knowledge. Monitoring indicators of the result and their target values: At least 3 new entrepreneurs started their activity after video conferencing.

<i>Building Blocks</i>	<i>Key Objectives</i>	<i>Actions / project ideas</i>	<i>Duration (start / 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>
		3.3. Participation in regional, national and international investment forums, international tourism exhibitions, regional and national tourism competitions.	05.2019 05.2020	Administration, business	7066 BYN (3000 euro)	At least 2 forums visited; At least 5 foreign participants.	The result: Investment attractiveness of the district has been increased Monitoring indicators of the result and their target values: At least 1 investment agreement (agreement of intent) has been signed annually.
		3.4. Development and dissemination of new promising investment proposals in the media, with a focus on a foreign investor (in Russian and foreign languages).	01.03.2019- 01.07.2019	Administration, business	4711 BYN (2000 euro)	At least 5 standard investment proposals have been developed and published in mass media, At least 5 views per month.	The result: Investment attractiveness of the district has been increased Monitoring indicators of the result and their target values: At least 1 request for additional information on investment opportunities or contract with stakeholders annually.

Table 2. Financing Scheme

Actions	Estimated costs	Source of funding					Funding gaps	Comments
		National programs	Local budget	Upper level budgets	Business	Donors		
Objective 1. Increase of the tourist attractiveness and promotion of the district								
1.1. Update and improvement of the tourist infrastructure (<i>a beach, parking lot, and playground</i>);	850,000			845,000	5000			
1.2. Implementation of the investment project "Creation of an entertainment and leisure center in Braslau" <i>on the basis of a former unused public real estate transferred to private ownership (building of the former cinema)</i> ;	300,000				55,000		credit 245,000	
1.3. Development of an electronic catalog of assets in the tourism infrastructure (<i>accommodation, food, culture, farmsteads, museums, artisans, etc.</i>) with the assignment of QR codes	7000		1000		1000			5000
1.4. Creation of the Wi-Fi access points map, posting it on the local administration's website	2000		1000		1000			
TOTAL	1,159,000		2000	845,000	62,000		245,000	5000
Objective 2. Support for environmentally-oriented entrepreneurship								
2.1. Implementation of the investment project for the creation of a public catering facility (on the basis of a former unused public real estate transferred to private ownership). <i>The project envisages the acquisition of food products directly from local producers (agricultural enterprises)</i>	12,000						credit 12,000	
2.2. Conducting seminars on entrepreneurial activities in the field of environmentally-oriented production and convening expert consultations	1000				1000			
2.3. Establishment of an Advisory Council for environmentally-oriented agriculture under the Department of Agriculture of the Executive Committee;	1000				1000			
2.4. Development of an interactive map of sites available for placing the tourist facilities, including agroecotourism facilities, and posting it online.	20,000		1000		1000			18,000
TOTAL	34,000		1000		3000		12,000	18,000
Objective 3. Unleashing the potential for cross-border and international cooperation.								
3.1. Expanding the scope and range of the international festival movement	500,000		4000	1000	495,000			

<i>Actions</i>	<i>Estimated costs</i>	<i>Source of funding</i>						<i>Funding gaps</i>	<i>Comments</i>
		<i>National programs</i>	<i>Local budget</i>	<i>Upper level budgets</i>	<i>Business</i>	<i>Donors</i>	<i>Other (specify)</i>		
3.2. Developing and posting on the Internet the applications for Skype meetings, video conferences, etc. with the representatives of foreign SMEs in order to exchange business experience in various fields of activity.	5000		1000		1000			3000	
3.3. Participation in regional, national and international investment forums, international tourism exhibitions, regional and national tourism competitions.	3000				3000				
3.4. Development and dissemination of new promising investment proposals in the media, with a focus on a foreign investor (in Russian and foreign languages).	2000		1000		1000				
TOTAL	510,000		6000	1000	500,000			3000	
TOTAL	1,703,000		9000	846,000	565,000		257,000	26,000	

Table 3. Monitoring Indicators and Mechanisms

<i>Actions / project ideas</i>	<i>Duration (start / end)</i>	<i>Expected results Months 1-6</i>	<i>Expected results Months 6-12</i>	<i>Expected results Months 12-18</i>	<i>Expected results Months 18-24</i>
1.1. Update and improvement of the tourist infrastructure (a beach, parking lot, and playground);	01.01.2019-01.01.2020	– designing estimates have been prepared; – repair and construction work has been partially carried out (50% of the total project cost).	– repair and construction work has been fully carried out (100% of the total project cost). – 3 facilities have been put into operation: a beach, parking lot, and playground. Completed: 1.11.2019	– the facilities belong to the tourist and leisure infrastructure and began to be used in accordance with the purpose.	– number of visitors per year – more than 1000; – the tourist flow to the district has increased by 10% or 5000 people, including foreign nationals.
1.2. Implementation of the investment project "Creation of an entertainment and leisure center in Braslau" on the basis of a former unused public real estate transferred to private ownership (building of the former cinema)	01.08.2018-01.01.2021	– designing estimates have been prepared; – repair work has been partially carried out in the building (20% of the total project cost);	– repair work has been partially carried out in the building; – the new equipment has been partially purchased (40% of the total project cost);	– repair work in the building has been finished; – all necessary equipment has been purchased and installed (70% of the total project cost);	– parking lot has been built and equipped, adjacent territory is landscaped (100% of the total project cost); – 15 people are employed in the new jobs; – the facility (including a cinema/video hall for 15 seats, a disco with a dance floor for 300 visitors and 100 seats, a restaurant with a bar and karaoke for 50 seats, an entertainment venue, and a photographic studio) has been put into operation. Completed: December 2020 – the facility is actively used by the population and tourists. The number of users per year – more than 1000; – the tourist flow to the district has increased by 10% or 5000 people, including foreign nationals, which contributed to the increase in export of services (by 2.5%), and public catering services (by 1%)
1.3. Development of an electronic catalog of assets in the tourism infrastructure of the district: accommodation, food, culture, farmsteads, museums, and artisans with the assignment of QR codes	01.05.2019-01.10.2019	– the information on the tourism industry facilities has been collected	– the information has been systematized in the catalogue; – the catalog is posted on the website of the Administration. – at least 10 QR-codes created and placed in public places Completed: 1.10.2019	– the catalog is used by tourists (at least 10 views per month); – the tourist flow to the district has increased by 5% or 2500 people.	– the tourist flow to the district has increased by 10% or 5000 people, including foreign nationals, which contributed to the increase in export of services (by 2.5%), and public catering services (by 1%)

<i>Actions / project ideas</i>	<i>Duration (start / end)</i>	<i>Expected results Months 1-6</i>	<i>Expected results Months 6-12</i>	<i>Expected results Months 12-18</i>	<i>Expected results Months 18-24</i>
1.4. Creation of the Wi-Fi access points map, posting it on the local administration's website	01.07.2019-01.10.2019		<ul style="list-style-type: none"> – the information about objects that provide Wi-Fi service has been collected; – the information is systematized and mapped; – the map is available on the administration website. Completed: 1.10.2019	<ul style="list-style-type: none"> – the map is used by tourists (at least 10 views per month); – the tourist flow to the district has increased by 5% or 2500 people, including foreign nationals. 	<ul style="list-style-type: none"> – the tourist flow to the district has increased by 10% or 5000 people, including foreign nationals, which contributed to the increase in export of services (by 2.5%), and public catering services (by 1%)
2.1. Implementation of the investment project for the creation of a public catering facility (on the basis of a former unused public real estate transferred to private ownership). <i>The project envisages the acquisition of food products directly from local producers (agricultural enterprises)</i>	01.09.2018-01.01.2020	<ul style="list-style-type: none"> – designing estimates have been prepared; – repair and construction work has been partially carried out; – the new equipment has been partially purchased (30% of the total project cost); 	<ul style="list-style-type: none"> – a parking lot for 10 cars has been built; – the adjacent territory is landscaped (100% of the total project cost); – 5 people are employed in the new jobs; – the public catering facility for 25 seats has been put into operation. Completed: 1.01.2020	<ul style="list-style-type: none"> – the public catering facility is visited at least 100 people per month; – sales in public catering have grown by 0.5% at least; 	<ul style="list-style-type: none"> – the public catering facility has become popular; – it is visited by at least 200 residents and guests per month; – sales in public catering have grown by 1% in the district.
2.2 Conducting seminars on entrepreneurial activities in the field of environmentally-oriented production and convening expert consultations	01.01.2019-01.01.2021	<ul style="list-style-type: none"> – the opinion of the citizens and representatives of the business community regarding the most relevant current issues of doing own business has been studied; – seminar (meeting) has been conducted; – at least 1 entrepreneur has been registered; 	<ul style="list-style-type: none"> – seminar "Start your own business" for all groups has been prepared; – lists of participants have been made (unemployed, young people, people with disabilities or any persons interested in starting their own business, as well as representatives of private business and startappers); – seminar has been conducted; – at least 1 entrepreneurs have been registered; 	<ul style="list-style-type: none"> – seminar "What is entrepreneurship" or "Young entrepreneur" for pupils of 10-11 grades was prepared in cooperation with representatives of private business; – seminar has been conducted; – at least 3 entrepreneurs have been registered; 	<ul style="list-style-type: none"> – the opinion of the citizens and representatives of the business community regarding the most relevant current issues of doing own business has been studied; – seminar (meeting) has been conducted; – at least 3 entrepreneurs have been registered;
2.3. Establishment of an Advisory Council for environmentally-oriented agriculture under the Department of Agriculture of the Executive Committee;	01.01.2019-01.05.2019	<ul style="list-style-type: none"> – the members of the Advisory Council have been identified; – the Regulation on the Advisory Council has been developed; – the Decision on the establishment of an Advisory Council has been adopted and the Regulation has been 	<ul style="list-style-type: none"> – at least 3 people applied for advice; – 1 SME has been registered and started production of an environmentally friendly product; 	<ul style="list-style-type: none"> – at least 5 people applied for advice; – 1 SME has registered and started activities. 	<ul style="list-style-type: none"> – at least 5 people applied for advice; – 2 SMEs have registered and started activities.

<i>Actions / project ideas</i>	<i>Duration (start / end)</i>	<i>Expected results Months 1-6</i>	<i>Expected results Months 6-12</i>	<i>Expected results Months 12-18</i>	<i>Expected results Months 18-24</i>
		approved; – the establishment of an Advisory Council is covered in the media. Completed: 01.05.2019			
2.4. Development of an interactive map of sites available for placing the tourist facilities, including agroecotourism facilities, and posting it online.	01.10.2019-01.10.2020		– work has been done to systematize information on sites; – the organization, engaged in software development has been chosen.	– the work on the development of the interactive map has been carried out (50% of the total amount of work).	– the interactive map has been developed (100% of the total amount of work) and posted online; Completed: 1.10.2020 – at least 15 views; – at least 5 people have requested for the allocation of the site; – at least 2 sites have been transferred for implementation of activities
3.1. Expanding the scope and range of the international festival movement	01.01.2019-01.01.2021	– new ideas for events have been developed; – new foreign teams have been invited to participate in events; – the festival “Braslau Zarnitsy” has been held; – at least 2000 people participated	– new ideas for events have been developed; – new foreign teams have been invited to participate in events; – the festival "Viva Braslau" has been held; – at least 15,000 people participated.	– new ideas for events have been developed; – new foreign teams have been invited to participate in events; – the festival “Braslau Zarnitsy” has been held; – at least 3000 people participated.	– new ideas for events have been developed; – new foreign teams have been invited to participate in events; – the festival "Viva Braslau" has been held; – at least 20,000 people participated; – the tourist flow to the district has increased by 5000 people; – share of foreign tourists in the total number of tourists has increased up to 25 %; – export of tourism services has grown by 2.5 %.
3.2. Developing and posting on the Internet the applications for Skype meetings, video conferences, etc. with the representatives of foreign SMEs in order to exchange business experience in various fields of activity.	01.05.2020-01.08.2020			– application has been developed; – application has been posted on the Internet;	– information from applicants has been processed; – the most interesting and relevant proposals for exchange of experience have been selected; Completed: 01.08.2020 – at least 2 Skype meetings (video conferences) have been conducted; – 3 new entrepreneurs.

<i>Actions / project ideas</i>	<i>Duration (start / end)</i>	<i>Expected results Months 1-6</i>	<i>Expected results Months 6-12</i>	<i>Expected results Months 12-18</i>	<i>Expected results Months 18-24</i>
3.3. Participation in regional, national and international investment forums, international tourism exhibitions, regional and national tourism competitions.	05.2019 05.2020	<ul style="list-style-type: none"> – the forum participants from the district have been selected; – the exposition has been developed; – the representatives of the district took part in the forum; – at least 2 foreign investors are interested. 	<ul style="list-style-type: none"> – search for new international forums and exhibitions has been made; – the representatives of the district took part in the forum; – at least 2 foreign investors are interested. 	<ul style="list-style-type: none"> – the forum participants from the district have been selected; – the exposition has been developed; – the representatives of the district took part in the forum; – at least 3 foreign investors are interested 	<ul style="list-style-type: none"> – 1 investment agreement has been signed
3.4. Development and dissemination of new promising investment proposals in the media, with a focus on a foreign investor (in Russian and foreign languages).	01.03.2019- 01.07.2019	<ul style="list-style-type: none"> – a meeting on finding new ideas for investment proposals has been held; – at least 5 new investment proposals have been developed. 	<ul style="list-style-type: none"> – investment proposal have been translated into foreign languages and posted on the administration website. 	<ul style="list-style-type: none"> – the information has been viewed by at least 5 people; – 1 interested investor has applied for additional information 	<ul style="list-style-type: none"> – meetings with interested investors have been conducted.
% of total budget		45.5	32.9	13.2	8.4