



LOCAL ECONOMIC ECONOMIC DEVELOPMENT

Municipality: **Shchuchin District, Grodno Oblast**
Country: **The Republic of Belarus**

Slogan: *Shchuchin district is our common home, where it is prestigious to work and interesting to live.*

May 13, 2019

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List of Abbreviations

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

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1 EUR = 2.4734 BYN

Preface from the Chairman of the Shchuchin District Executive Committee

Shchuchin district is one of the most dynamically developing regions of Grodno Oblast. Favorable geographical location, developed transport infrastructure, proximity of borders with the European Union, and rich historical and cultural heritage make our district especially attractive for investors and numerous tourists.

The leading sectors of the district's economy are industry and agriculture. The flagships of the industrial production in the district are the Shchuchinsky Creamery OAO and the Shchuchinsky plant "Avtoprovod" OAO. Their products are well-known and in demand both in the domestic and foreign markets. The basis of success is the constant search for ways to improve quality, the introduction of innovative technologies and proactive marketing.

In recent years, the district has successfully implemented a number of major investment projects in the private sector. In 2016, Primemilk OOO, a whey processing plant, and in 2018, Logal-Bio OOO, a factory for champignon production, were put into operation. 3 solar and 3 biogas power plants were constructed in the district. Every year, the share of small and medium-sized enterprises in the total production and provision of services is growing steadily.

Taking a focus on sustainable economic growth, Shchuchin district joined the EU Initiative "Mayors for Economic Growth" and in accordance with the commitments developed this Local Economic Development Plan as a result of the joint efforts of all concerned people who want to make our small homeland a prosperous region. It is based on the principles of partnership and takes into account the interests of different segments of the population.

We believe that the implementation of this Plan will accelerate the dynamics of positive changes in the economy, improve the welfare of local residents, and contribute to the positive image of the district as an area of sustainable development.

Siarhei Lozhechnik

The Chairman of the Shchuchin District Executive Committee

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Executive Summary

Shchuchin district voluntarily joined the EU Initiative "Mayors for Economic Growth" on March 28, 2019. In accordance with the obligations of the signatory, and for these purposes, this Local Economic Development Plan was developed (hereinafter referred to as the LEDP).

The LEDP has been developed in view of the current program documents defining the social and economic development of the district, including the State Program "Small and Medium-Sized Business in the Republic of Belarus for 2016-2020". At the same time, the main emphasis has been placed on the development of small and medium-sized businesses based on the development of local value chains. Representatives of business, civil society and local authorities were involved in developing the Plan. The local economic analysis was based on the data of the National Statistical Committee and local statistics.

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

Vision. Shchuchin District is a territory of successful economic development, focused on economic diversification, cross-sectoral integration, and development of local value chains with an emphasis on the organic farming and cross-border tourism.

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

I. Accelerating the diversification of the local economy through the development of local value chains.

- 1.1. Promoting investment projects aimed at diversification and development of local value chains;
- 1.2. Developing investment proposals, creating a digital data bank on promising initiatives and producing the catalog "Ideas for Small Motherland";
- 1.3. Organizing and holding the annual district investment SMART-forum;
- 1.4. Establishing an inclusive business school of social entrepreneurship for successful development of the local economy.

II. Supporting organic farming as a promising direction of agricultural development.

- 2.1. Establishing the School of Organic Farming based on the potential of local scientific and educational institutions;
- 2.2. Creating a production site for conducting trainings on organic farming for farmers, owners of personal small-holdings, and rural youth;
- 2.3. Creating an integration structure of organic producers;
- 2.4. Developing the concept of promoting organic food products in the local and foreign markets.

III. Creating conditions for the successful realization of the potential of the district as a center for cross-border tourism.

- 3.1. Establishing a cross-border cultural dialogue center;
- 3.2. Organizing a series of cross-border thematic festivals;
- 3.3. Creating a tourism cluster for the development of small tourist facilities for green, event and recreational tourism;
- 3.4. Developing and producing tourist guides, producing a promotional video, developing and launching a mobile multilingual web-application targeted at consumers of the cross-border tourism products.

The main funding for the implementation of the Plan is provided from the funds of the business, international donors and local budget. The total budget of the Plan is 11,400,000 euro. The budget deficit is planned at around 62,000 euro.

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

Introduction

Shchuchin district voluntarily joined the EU Initiative "Mayors for Economic Growth" on March 28, 2019. By signing the Membership Form of the Initiative, the Chairman of the Shchuchin District Executive Committee, Mr. Siarhei Lozhechnik, on behalf of Shchuchin district took on the responsibility for supporting the M4EG goals and objectives and working closely with the business community and civil society for accelerating sustainable and inclusive local economic growth.

In line with the obligations of the signatory, the district has developed this Local Economic Development Plan (the LEDP), which, unlike other plans, is most focused on developing the small and medium-sized business sector and thus achieving local 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.

Shchuchin district is located in the central part of Grodno Oblast (Annex 1). The district covers the area of 1.9 thousand km². The natural potential of the district includes forest which occupies 32% of its area, the Neman River and lakes. Agricultural land occupies 53.8% of the district. The average score of farmland is 33.6, and the average score of arable land – 36.4. The railway Mosty-Lida, international highway and 3 roads of national importance cross the district.

As of January 1, 2019, the population of the district was 38.5 thousand people, among them: urban – 18.8 thousand people, and rural – 19.7 thousand people, including men – 47%, and women – 53%. At the same time, the share of persons of the working age is 49%, younger than the working age – 16%, and older than the working age – 35% of the total number. Due to the high average age (36.7 years for men and 42.2 years for women), the district is the leader in Grodno Oblast in terms of natural population decline.

The district has a high historical and cultural potential. A point of the Struve Geodetic Arc included in the UNESCO World Heritage List, as well as more than 40 sites included in the List of Historical and Cultural Heritage of the Republic of Belarus are located in the district. The majestic palaces in Shchuchin and Zheludok, museum of the Polish rock musician Cheslav Nemen in the village of Old Vasilishki and museum of the Belarusian poet Alaiza Pashkevich in the town of Ostrino are popular with tourists. Shchuchin district has strong international social and economic ties with the cities of Varena (Lithuania), Guryevsk (Russia), Kovel (Ukraine), and Szczuczyn (Poland).

The development of the Plan made it possible to comprehensively approach the identification and resolution of problematic issues. It also helped to determine the priorities and practical steps necessary to ensure the economic growth of the district for the next two years. It is important to note that the LEDP is not exhaustive, it does not replace but complements the existing programs and development plans. The focus of the Plan is the development of the private sector to promote the economic growth, development and employment.

While developing the Plan, the data of the National Statistics Committee, departmental reports, registers, results of earlier studies for developing policy documents and other resources were used. As required, the consultations were held with the specialists of the government agencies and non-governmental organizations (the Center of support of Entrepreneurship, Chamber of Commerce and Industry, etc.).

It is assumed that the bulk of funding will be covered from the own funds of commercial businesses, bank loans, funds of international donors, and part of the costs (81,000 euro) will be covered by the local budget.

Monitoring of the implementation of the Plan will be carried out on the basis of the progress in attaining indicators, and once every six months. The implementation of the Plan will be carried out in close cooperation with representatives of the business community.

1. Process of developing Local Economic Development Plan

The LEDP has been developed by the drafting team, which included representatives of the government (2 persons) and the business community (2 persons); three men and one woman (Annex 2).

Aliaksandr Amshei, Head of the Department of Tourism and Investment Activities of the Economy Department of the Shchuchin District Executive Committee, who has been appointed as Local Economic Development Officer within the M4EG, 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 with due regard to the needs and prospects for the region's development. The Plan was elaborated in the light of the priorities defined in other policy documents developed at the district level, such as the Program for Social and Economic Development of Shchuchin District for 2016-2020. The process of developing the Plan also coincided with the preparatory phase of the Strategy for Sustainable Development of Shchuchin district, which enabled the involvement of various stakeholders. Regular (once a month) meetings of working groups were held for the discussion of various issues, such as cross-sectoral cooperation, liberalization of business conditions, access to finance, development of infrastructure to support entrepreneurship, creation of local chains, and development of tourism. The most heated debates were caused by the search for ways out of the demographic crisis and ways to attract labor resources.

The proposals, challenges, and needs were analyzed, systematized and taken into account while developing the LEDP. The results of the discussions formed the basis of the developed document, which was presented on May 13, 2019 at the conference dedicated to the official launch of the Sustainable Development Strategy of Shchuchin district, where it received approval from the public, business representatives and local authorities.

2. Local Economic Analysis

2.1. Analysis of Local Economic Structure

The economic type of the district is agricultural and industrial. The number of employed in the economy – 16.3 thousand people, the share of the population employed in private enterprises – 12%. 216 medium-sized, small and micro-enterprises, as well as 618 individual entrepreneurs are operating in the district (Annexes 3, 4). It should be noted that the share of small and medium-sized businesses in 2018 in the total volume of exports increased significantly from 24.4% in 2017 to 48.7% by the end of 2018. In 2018, small and medium-sized businesses invested 51.3 million BYN in their development, which amounted to 39.3% of the total investment in fixed assets. These data show the increasing role of the private sector.

The industry is represented by 5 enterprises, among which the largest are the Shchuchinsky plant "Avtoprovod" OAO and the Shchuchinsky Creamery OAO. In 2018, the production in the district, including the cost of raw materials, increased by 8.3% compared to the previous year. The share of shipped innovative products in the total industrial production amounted to 23.1% in 2018, which is the best result in Grodno Oblast.

Despite the leading role of industry, agriculture remains an important economic sector for the district. The agro-industrial complex of the district is represented by 10 large agricultural enterprises and 22 farms, as well as the Grodno Crop Production Institute of the National Academy of Sciences of Belarus, and the livestock breeding and genetics centers.

The main specialization of the agricultural enterprises of Shchuchin district is the production of meat, milk, sugar beet, grain, and medicinal plants. The emphasis is placed on the intensification of production, modernization of industries, and introduction of modern high-performance technologies.

Due to the current market conditions, agricultural production (in particular, the cultivation of agricultural and horticultural crops) is becoming increasingly attractive for medium and small businesses. There is a tendency to use organic technologies in agricultural production. In 2017, the Ecotop 21 cooperative was established in the district uniting the owners of farms and personal small-holdings practicing the principles of an ecological approach to agriculture. However, the lack of sustainable demand for organic products, as well as limited opportunities for learning the basics of organic farming does not allow giving this process sufficient momentum.

The district is actively developing alternative energy. Investment projects for the construction of 3 solar and 3 biogas power plants have been successfully implemented.

In recent years, the positive dynamics is demonstrated by the tourism industry of the district. The Hunter's House has been constructed by the state forestry enterprise Shchuchin Forestry, and the hunting and fishing farm Kamenskoye was established by the Shchuchinsky plant "Avtoprovod" OAO. There are 20 farmsteads registered in the district. A number of tourist thematic routes have been developed and public events are being

held. At the end of 2018, the number of tourists visiting the district exceeded 25 thousand people, of which more than 6 thousand were foreigners.

Despite the multisectoral nature of the economy, the level of diversification is not sufficient to ensure sustainable development. It is necessary to ensure a continuous flow of investment in the creation and development of local innovative industries.

The hallmark of the district should be three "I": investment, innovation and individual approach.

Sectors of growth:

industry – the development of local industrial production based on the development of value chains and the introduction of the principles of circular economy will accelerate the pace of diversification and efficient use of resources as well as increase the investment attractiveness of the district;

agriculture – the use of organic farming technologies will create conditions for the growth of self-employment in rural areas, reduce the adverse impact on the environment, improve the quality of agricultural products, contribute to improving the health of the population;

cross-border tourism – increasing the level of recognition of the district, stimulating business initiatives in the provision of tourist services, and developing tourism infrastructure (Annex 5).

2.2. Local Cooperation and Networking

The district has a sustainable system of constructive interaction between government agencies, commercial enterprises and non-profit organizations (Annex 6). The Decree of the Chairman of the Executive Committee approved the establishment and determined the composition of the Public Advisory Council on sustainable development of the town of Shchuchin and Shchuchin district.

The Council for Entrepreneurship Development is effectively functioning and includes representatives of the state bodies, business entities and a non-profit organization.

Since 2011, a business support center based on SELBIservice OOO has been operating in the district. The center is aimed at providing a full range of accounting services, consulting services and technical assistance on registration and implementation of business and craft activities, as well as providing other consulting services.

Seminars, working meetings, round tables, economic studies and individual discussions with small and medium-sized businesses aimed at increasing professional literacy, identifying and solving acute issues are held on an ongoing basis.

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

The most popular form of cooperation stimulating economic development at this stage could be the creation of sustainable mechanisms of public-private partnership aimed at solving urgent problems of the local community.

The experience of implementing the programs (plans) of state support to small and medium-sized businesses and investment projects in the district shows that the existing problems can be successfully solved by joint efforts of business entities, their associations and the authorities.

In the future, it is important not to lose the common vision of the development of the district, developed in the process of collective discussion, and to ensure the possibility of active participation of all stakeholders at all stages of the Plan implementation.

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

The priority for local authorities is to ensure openness and transparency of their activities. Information on important decisions is regularly published on the official website of the District Executive Committee. In accordance with the approved schedule, Chairman of the District Executive Committee and his deputies receive citizens personally and participate in direct telephone lines on a regular basis. Any citizen can apply for an appointment with the Administration of the district. Periodically, officers of ministries and state committees as well as Oblast departments receive citizens personally in the district. The activities of the Administration are widely covered in the local newspaper.

Efforts are being made to create the most favorable conditions for starting and running the business. The interference of the state bodies in small and medium-sized business activities as well as in the activities of the infrastructure entities supporting small and medium-sized businesses is minimized.

The government is constantly improving the legislation related to the activities that are prone to corruption, such as procurement, licensing, and allocation of land. The Anti-Corruption Commission functions within the District Executive Committee. The information about the meetings of the Commission is posted on

the website of the state body. The Commission is promptly informed about the cases of corruption by citizens and legal entities. There is the opportunity to report on the facts of corruption on the websites of the corresponding state bodies.

The main condition for the prevention of corruption remains the transparency of the process of making important strategic decisions, ensuring the availability of information relating to vital issues of local social and economic development.

2.4. Access to Finance

An important component of business support is ensuring access of small and medium-sized businesses to credit and financial resources (Annex 7).

Financial support of small and medium-sized businesses is carried out in accordance with the legislation of the Republic of Belarus at the expense of the Republican and local budgets as well as other sources not prohibited by legislation.

Two banks providing loans to businesses operate in the district. Development Bank of the Republic of Belarus offers loans and financial lease under the special program on support to small and medium-sized businesses. Thanks to the credit support in 2016, a major investment project "Construction of plant for whey processing and production of whey-fat concentrate" was implemented in the district. The investments amounted to about 48 million euro, the bulk of which were targeted loans of Development Bank of the Republic of Belarus and BPS-Sberbank.

However, financing is not always available to any entity due to relatively high interest rates and insufficient amounts of loans for business development, as well as restrictions on lending to start-ups. Some entities have difficulty in providing collateral to secure loans.

Businesses can also benefit from public financial support that may be provided at the expense of the Belarusian Fund for Financial Support of Entrepreneurs, the Small and Medium Entrepreneurship in Belarus State Program for 2016-2020, and the innovation Fund of the Grodno Oblast Executive Committee.

Funding can also come from the donors of international technical assistance (the main donor is the European Union) and from the funds and specialized agencies within the United Nations programs.

The mechanism of venture capital financing is not developed. Such financial resources as factoring, bills and bonds are not widely used. Foreign credit lines are not sufficiently used. The solution to this problem lies in increasing the financial literacy of business entities, enhancing outreach of banks and other financial institutions, and holding investment forums to establish contacts with investors. It is important to find ways to reduce the existing gap between businesses and financial institutions and to increase the level of mutual trust.

2.5. Land and Infrastructure

The list of free (unoccupied) land plots, which is constantly updated, is placed on information displays and posted on official websites of government agencies, and is also distributed in other accessible ways (offered to business entities when applying, disseminated at forums, etc.), including through the media. As of May 1, 2019, the list contained information on 15 plots with a total area of about 8 hectares. Selection of a required land plot can be carried out on an individual basis. In addition, there is a list of 4 plots with a total area of more than 770 hectares offered for rent for the agricultural production.

One of the directions in the work of the Executive Committee, which also contributes to the development of entrepreneurship, is the activity aimed at putting in use the unused real estate items owned by Shchuchin district. The list of such assets is constantly updated and is available for businesses on the official website of the Executive Committee and in the district newspaper (Annex 8).

Opportunities for the development of private property through the acquisition of unused real estate for one base value, the five-year installment purchase of property leased for more than three years are fixed in the decision of the Shchuchin District Council of Deputies. The decision also establishes the procedure for the sale and transfer of property for free use with a contractual obligation to create jobs as well as the possibility of gratuitous transfer of unused property to private ownership for the implementation of an investment project. In 2017-2018, 14 facilities were sold and a contract for free use was concluded for one facility.

However, most of the facilities offered for sale require significant investments. Also, the high cost and the complexity of the preparation of projects (expertise), electrification, and reconstruction of premises in certain cases influence the decision on purchasing such facilities. The solution to this problem could be a reduction in the tax burden for the period of implementation of an investment project (in particular, not applying the surcharge rate on land tax and real estate tax) and strengthening the outreach on the state financial support to enterprises implementing investment projects.

2.6. Regulatory and Institutional Framework

In recent years, significant steps have been taken at the state level to simplify the procedure for registration and licensing, fire safety requirements, sanitary and epidemiological requirements, minimizing the interference of officials in the work of business entities, and the introduction of the tax advisory institution. Due to the introduction of new administrative procedures, an exhaustive list of documents provided by business entities has been developed. The deadlines for the adoption of an administrative decision and the obligation to notify the applicant of the results of consideration, have been introduced.

The District Executive Committee regularly organizes meetings and seminars with representatives of the private sector explaining the peculiarities of the application of the legislation regulating business activities. All interested departments are invited to participate in the meetings with the business community of the district.

However, the entrepreneurial activity is adversely affected by a large list of permits required for the implementation of activities. The transition to electronic document management is not fast enough. The lack of a single informational portal for the private sector also has a negative impact on its development.

At the level of local Councils of Deputies, decisions can be made to change the rates of taxes and fees which are within their area of its responsibility, such as land tax and real estate tax. The District Executive Committee has a limited set of legal and institutional instruments and cannot significantly impact on these processes (Annex 9).

2.7. Skills and Human Capital, Inclusiveness

The labor market situation in the district is characterized by a relatively low and stable level of registered unemployment. During 2018, the unemployment rate did not exceed 0.4%. In connection with the optimization of the number of employees of organizations, the demand for labor is reduced, but remains high enough and exceeds 14.2 times the number of registered unemployed. There is an acute shortage of qualified personnel in almost all sectors. The most demanded are medical workers, agricultural specialists, engineers, and blue-collar specialties (Annex 10).

The Labor Office regularly implements measures aimed at employment of the unemployed citizens in view of the available qualifications and through training for new occupations. Subsidies are provided for starting a business and developing agroecotourism.

Cooperation with higher and secondary special institutions of the Republic is developed in the district, both for obtaining professional education, requalification, and raising the level of knowledge. Training for blue-collar specialties is provided by Shchuchin State Professional Lyceum.

A regional resource center of education for sustainable development which implements the concept of continuous education operates on the basis of the Shchuchin state gymnasium. As part of the implementation of the Convention on the rights of persons with disabilities, Inclusive Barista courses were organized in the district.

Since 2019, the district has introduced a system of career guidance for students of educational institutions. There are agricultural classes in a number of schools in the district. Programs to familiarize students with the peculiarities of production processes at the enterprises of the district are being implemented, and school business companies are being developed.

Due to the unfavorable demographic situation and a significant human capital drain, it is necessary to increase the efficiency of trainings and retrainings in popular specialties, early professional orientation and development of social entrepreneurship (Annex 11).

2.8. External Positioning and Marketing

Shchuchin district is positioned as a learning region, where comfortable conditions for life, work and business development are created. Competitive advantages are based on positive dynamics of economic development, availability of modern innovative production, favorable environment for business development, and good social infrastructure and environment (Annex 12).

The district attracts investors with its favorable geographical location, transport accessibility, relatively low cost of land, preferential taxation in the free economic zone "Grodnoinvest", as well as availability of a significant number of real estate items that can be used for placing production facilities.

The district has a high historical and cultural potential and a rich, centuries-old history. There are 40 objects of historical and cultural value included in the State List of Historical and Cultural Heritage of the Republic of Belarus in the district, as well as the object included in the UNESCO World Heritage List – the Struve Geodetic Arc point. The proximity of the borders with Poland and Lithuania, as well as the presence

of objects related to the cultural and historical heritage of neighboring countries stimulates the development of cross-border tourism. Festivals and events are held in the district on a regular basis, in which representatives of other regions and states take an active part. The prospect of including the district in the visa-free zone for tourists opens up opportunities for more effective use of the existing potential.

The district has signed agreements (memorandums) on cooperation with the city of Guryevsk (the Russian Federation), Varena district municipality (Lithuanian Republic), and the city of Szczuczyn (Poland). Over the past 5 years, a number of investment projects involving Russian, Polish, Dutch, and Lithuanian capital have been implemented.

However, there is still a lack of information about the district in the foreign segment of the Internet. There are also shortcomings in the development and promotion of local brands. The work on territory marketing should be improved.

3. SWOT analysis

Strengths:

- favorable geographical location and developed transport infrastructure;
- experience in implementation of investment projects;
- developed agricultural production;
- farmers and owners of personal small-holdings interested in the development of organic farming;
- research centers and the lyceum for the training of blue-collar specialties;
- Oblast resource center of integrated education support for sustainable development in the district;
- Business Support Center;
- popular tourist sites of historical and cultural heritage;
- established partnerships with the municipalities of Poland and Lithuania.

Weaknesses:

- insufficient level of economic diversification;
- growing shortage of qualified personnel;
- unfavorable demographic structure of the population;
- lack of sustainable domestic demand for organic food products and an established distribution system;
- need for visas for foreign tourists;
- lack of tourism products and low quality of service;
- no recognizable tourist brand of the district;
- insufficient level of interaction of tourism entities.

Opportunities:

- introduction of preferences and benefits for local businesses, ensuring diversification and introducing the principles of circular economy;
- introduction of preferences and benefits for organic producers;
- development of a comprehensive national certification system for organic products;
- approval of the National Concept of Sustainable Development of the Republic of Belarus 2035 as a fundamental document of the country's social and economic development;
- inclusion of the district in the visa-free zone for tourists;
- expansion of international programs for cross-border cooperation;
- improvement of access to financial resources of foreign investment funds.

Threats:

- changes in the financial and credit system, and increase in tax rates or increase in their number;
- introduction of restrictions on the supply of agricultural products to the Russian Federation;
- unfair competition from neighboring industrial centers;
- human capital drain;
- negative geopolitical changes.

The main competitive advantages of the district are as follows: favorable border location and good transport accessibility, availability of resources for the organic farming development, unique cultural and historical sites and infrastructure for the development of cross-border tourism.

4. Vision and Objectives

Vision. Shchuchin District is a territory of successful economic development, focused on economic diversification, cross-sectoral integration, and development of local value chains with an emphasis on the organic farming and cross-border tourism.

Strategic objectives:

1. Accelerating the diversification of the local economy through the development of local value chains;
2. Supporting organic farming as a promising direction of agricultural development;
3. Creating conditions for the successful realization of the potential of the district as a center for cross-border tourism.

5. Action Plan

The district sets long-term strategic objectives, taking into account the history and experience, challenges, needs and opportunities of local economic development. The activities of the Plan are going to be implemented in 2019-2021.

Activities:

I. Accelerating the diversification of the local economy through the development of local value chains

- 1.1. Promoting investment projects aimed at diversification and development of local value chains;
- 1.2. Developing investment proposals, creating a digital data bank on promising initiatives and producing the catalog “Ideas for Small Motherland”;
- 1.3. Organizing and holding the annual district investment SMART-forum;
- 1.4. Establishing an inclusive business school of social entrepreneurship for successful development of the local economy.

II. Supporting organic farming as a promising direction of agricultural development

- 2.1. Establishing the School of Organic Farming based on the potential of local scientific and educational institutions;
- 2.2. Creating a production site for conducting trainings on organic farming for farmers, owners of personal small-holdings, and rural youth;
- 2.3. Creating an integration structure of organic producers;
- 2.4. Developing the concept of promoting organic food products in the local and foreign markets.

III. Creating conditions for the successful realization of the potential of the district as a center for cross-border tourism

- 3.1. Establishing a cross-border cultural dialogue center;
- 3.2. Organizing a series of cross-border thematic festivals;
- 3.3. Creating a tourism cluster for the development of small tourist facilities for green, event and recreational tourism;
- 3.4. Developing and producing tourist guides, producing a promotional video, developing and launching a mobile multilingual web-application targeted at consumers of the cross-border tourism products (table 1).

6. Financing Scheme

The main sources of funding the LEDP are as follows: budget funds, own and borrowed funds of companies, international technical assistance provided by international organizations for regional development, and other sources (table 2). The total budget of the Plan is 11,400,000 euro. The budget deficit is planned at around 62,000 euro. The existing resource base makes it possible to replace the dropped out financial resources by other sources, taking into account the possible fields and activities. The planned amounts of funds and financial resources are subject to correction.

7. Monitoring Indicators and Mechanisms

Monitoring of the implementation of the Plan will be carried out on the basis of the progress in attaining indicators in accordance with the indicators and frequency stipulated in table 3.

When planning, the certain risks of implementing the LEDP have been taken into account:

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

- financial risks – connected with a possible decline in financial sustainability of individual business entities or a failure of investors to fulfill their obligations. To mitigate such risks, the additional funds and concessional loans will be attracted, and the dropped-out investment projects will be replaced with the new ones;
- economic – connected with the introduction of additional export duties or other restrictions. They can be mitigated by improving the competitiveness of products and diversifying sales markets;
- demographic – connected with the outflow of the economically active population. Creating new innovative industries, retraining of existing specialists, and increasing wages will make it possible to preserve human capital and to attract it to the district.

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. Local Cooperation and Networking 2. External Positioning and Marketing 3. Land and Infrastructure 4. Skills and Human Capital, Inclusiveness 5. Business-friendly, Transparent and Corruption-Free Administration 6. Access to Finance	1. Accelerating the diversification of the local economy through the development of local value chains.	1.1. Promoting investment projects aimed at diversification and development of local value chains	July 2019 – June 2021	The District Executive Committee. Coordinating Council for Entrepreneurship Development; Strawberry Plants SOOO; LOGAL-BIO OOO; Primemilk OOO.	26,712,720 BYN (10,800,000 euro)	- the amount of more than 10,000,000 euro of investment in the local economy development has been attracted; - for the purpose of construction of an administrative building with built-in refrigerators the amount of more than 600,000 euro of the investment has been disbursed; - for the purpose of construction of the building No.2 of the agricultural complex for growing champignons the amount of 2,700,000 euro of investment has been disbursed; - for the installation of soft cheese production line, the amount of 7,500,000 euro of investments has been disbursed.	The result: Conditions have been created to accelerate economic growth through economic diversification. Monitoring indicators of the result and their target values: - revenue from sales has increased by 30%; - the share of businesses in revenue has increased by 20%; - exports of diversified products has increased by 30%; - revenue to the local budget from businesses has increased by 20%.
		1.2. Developing investment proposals, creating a digital data bank on promising initiatives and producing the catalog “Ideas for Small Motherland”	July 2019 – June 2021	The District Executive Committee. Coordinating Council for Entrepreneurship Development. Business Support Center.	15,000 BYN (6065 euro)	- at least 20 new investment proposals have been developed; - the developed proposals are posted on the official website of the District Executive Committee and are available for free access; - 500 copies of the information catalogue of investment proposals have been produced.	The result: Investment attractiveness of the district has been increased. Monitoring indicators of the result and their target values: - the increase in the number of those who applied to the District Executive Committee for additional consultations on investment opportunities – up to 10 annually; - the increase in the number of concluded agreements of intent – up to 5 annually; - launch of at least one new production annually; - the amount of attracted investments – at least 500,000 euro annually.
		1.3. Organizing and holding the annual district investment SMART-forum	July 2019 – June 2021	The District Executive Committee. Coordinating Council for Entrepreneurship Development. Business Support Center.	20,000 BYN (8086 euro)	- an initiative group for organizing and holding the forum has been created; - the program has been developed and the date of the forum has been determined; - the information about the forum is available in the media and on the Internet;	The result: Investment attractiveness of the district has been increased. Interregional links facilitating the promotion of local products have been established Monitoring indicators of the result and their target values: - the increase in the number of concluded agreements of intent to implement investment projects – up to 5 annually;

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
						- presentations of the investment proposals have been developed; - at least 100 business entities have participated in the forum.	- the increase in the volume of attracted investments – by 15%.
		1.4. Establishing an inclusive business school of social entrepreneurship for successful development of the local economy.	July 2019 – June 2021	The District Executive Committee. Coordinating Council for Entrepreneurship Development. Business Support Center. Department of the state labor office. State gymnasium of Shchuchin.	30,000 BYN (12,129 euro)	- a program of training seminars has been developed; - a team of experts to conduct training seminars has been created; - information about the school is available in the media and on the Internet; - at least 18 training seminars have been held for different social categories; - at least 200 people have been trained at the school.	The result: The competence of socially vulnerable groups in doing business has been increased. Monitoring indicators of the result and their target values: - at least 75 women have increased their competence; - at least 75 persons of the "third age" have increased their competence; - at least 20 persons with disabilities have increased their competence; - at least 30 persons in an open-type correctional institution have increased their competence; - at least 30 persons from socially vulnerable groups have been registered as entrepreneurs.
1. Land and Infrastructure. 2. External Positioning and Marketing. 3. Local Cooperation and Networking. 4. Skills and Human Capital, Inclusiveness. 5. Business-friendly, Transparent and Corruption-Free Administration. 6. Regulatory and Institutional Framework.	2. Supporting organic farming as a promising direction of agricultural development	2.1. Establishing the School of Organic Farming based on the potential of local scientific and educational institutions.	July 2019 – June 2021	The District Executive Committee. The Grodno Zonal Institute of Plant Industry, Shchuchin State Agricultural Professional Lyceum. Grodno Oblast Association of Farmers. Consumer agricultural cooperative Ecotop 21.	40,000 BYN (16,172 euro)	- a program of seminars on the theoretical bases of organic farming has been developed; - a team of experts to conduct training seminars has been created; - information about the school is available in the media and on the Internet; - the information on the opportunity to be trained at school has been placed in all rural councils of the district; - the schedule of seminars has been made; - at least 15 training seminars have been held; - at least 200 people have been trained at the school.	The result: The level of theoretical knowledge of the rural population in organic farming has been increased. Monitoring indicators of the result and their target values: - all farmers engaged in organic farming in the district, have increased the level of their competence; - at least 100 owners of personal small-holdings have increased the level of their competence; - at least 100 students of the Shchuchin State Agricultural Professional Lyceum have increased the level of their competence; - at least 15 farmers of the district use the principles of organic farming; - at least 50 owners of personal small-holdings use the principles of organic farming.

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
		2.2. Creating a production site for conducting trainings on organic farming for farmers, owners of personal small-holdings, and rural youth.	July 2019 – June 2021	The District Executive Committee. The Grodno Zonal Institute of Plant Industry. Shchuchin State Agricultural Professional Lyceum. Grodno Oblast Association of Farmers. Agricultural organizations of the district	100,000 BYN (40,430 euro)	- the site for placement of agricultural equipment has been identified and equipped; - the team of experts and training specialists has been composed; - land plots for conducting trainings have been allocated; - contracts to use agricultural equipment have been concluded; - the groups have been formed and the training schedule has been set up; - at least 6 trainings for different categories of stakeholders have been carried out; - at least 120 people have been trained.	The result: The level of practical skills of agricultural organizations in dealing with techniques and technologies in organic farming has been increased. Monitoring indicators of the result and their target values: - all farmers engaged in organic farming in the district have completed practical training; - at least 10% of the district's agricultural enterprises use organic farming technology; - the number of owners of personal small-holdings using the organic farming technologies has doubled.
		2.3. Creating an integration structure of organic producers.	July 2019 – June 2021	Consumer agricultural cooperative Ecotop 21. Agricultural enterprises. Owners of personal small-holdings.	-	- information on the creation of the integration structure is available in at least 5 media and on the Internet; - at least 10 agricultural enterprises are included in the integration structure; - at least 25 owners of personal small-holdings are included in the integration structure.	The result: An integration platform for cooperation of organic producers has been created. Monitoring indicators of the result and their target values: - the increase of the volume of organic products produced by the participants of the integration structure by 40%; - revenue growth of the united farmers and owners of personal small-holdings from the sale of organic products by at least 20%.
		2.4. Developing and approving the concept of promoting organic food products in the local and foreign markets.	July 2019 – June 2021	The District Executive Committee. Grodno Oblast Association of Farmers. Agricultural enterprises; Consumer agricultural cooperative Ecotop 21. Trading entities.	23,570 BYN (9530 euro)	- at least 25 persons have taken part in the development of the concept; - at least 3 experts have been involved in the development of the concept; - the concept has been developed and approved at the session of the District Council of Deputies; - at least 10 shops in the district sell organic products; - an online store selling organic products produced in the district has been created.	The result: Conditions have been created for the consistent promotion of local organic products on the market; public awareness of the benefits of their consumption has increased. Monitoring indicators of the result and their target values: - at least 75% of the district's population is aware of the benefits of consumption of organic food products; - at least 5% of the district's population regularly purchase and consume organic food products;

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
							- at least 100 people have ordered organic products through the online store.
1. External Positioning and Marketing. 2. Local Cooperation and Networking. 3. Land and Infrastructure. 4. Business-friendly, Transparent and Corruption-Free Administration.	3. Creating conditions for the successful realization of the potential of the district as a center for cross-border tourism.	3.1. Establishing a cross-border cultural dialogue center.	July 2019 – June 2021	The District Executive Committee. Cultural institutions of the district.	1,258,723 BYN (508,904 euro)	- a tender has been held and a contractor has been selected to perform construction works; - reconstruction of buildings and facilities has been carried out; - a stage and sound-amplifying equipment have been purchased; - at least 4 cross-border public events are held annually; - at least 16,000 people attend public events annually.	The result: The attractiveness of the district as a destination for cross-border tourism has been increased. Monitoring indicators of the result and their target values: - the volume of tourist services increases by at least 10% annually; - the number of foreign tourists visiting the district has increased by 20%; - revenue from the sale of souvenirs has increased by 25%; - revenue from guided tours has increased by 25%.
		3.2. Organizing a series of cross-border thematic festivals.	July 2019 – June 2021	The District Executive Committee. Rural Executive Committees. Grodno Oblast Public Association for the Rural Development "Our Land".	80,000 BYN (32,344 euro)	- at least 4 festivals are held annually; - information about the festivals is available on at least 10 information resources, including 4 foreign ones; - representatives of at least 4 foreign countries have taken part in the festivals; - at least 200 acts including 50 foreign ones have taken part in the festivals; - festivals have been attended by at least 80,000 people, including 2000 foreign tourists.	The result: The tourist attractiveness of the district has been increased, and a series of festivals has been held. Monitoring indicators of the result and their target values: - the number of organized tourist groups visiting the district during the festivals has doubled; - the number of tickets sold for the festival events has doubled; - the share of foreign tourists attending the festivals in the total volume of tourist flow has increased by at least 20%; - hotel occupancy and the revenue of the public catering during the festivals has increased by at least 30%; - export of tourist services has grown by 20%.
		3.3. Creating a tourism cluster for the development of small tourist facilities for green, event and recreational	July 2019 – June 2021	The District Executive Committee. Grodno Oblast Public Association for the Rural Development "Our Land".	2500 BYN (1011 euro)	- a network of tourism entities has been created; - at least 25 network participants; - at least 10 new tourist routes have been created; - at least 1000 tourists have been served by the network.	The result: Conditions have been created for the comprehensive development of tourism, including green and recreational tourism. Monitoring indicators of the result and their target values: - the number of tourists received by the network increases by at least 10% annually;

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
		tourism.		State Environmental Institution Republican Landscape Reserve "Kotra" Farmsteads. Agricultural enterprises.			- the number of tourism products increases by at least 5 annually; - the growth of tourist services rendered by the network is at least 10% annually; - the growth of incomes of the network participants from tourist services is at least 10% annually.
		3.4. Developing and producing tourist guides, producing a promotional video, developing and launching a mobile multilingual web-application targeted at consumers of the cross-border tourism products.	July 2019 – June 2021	The District Executive Committee. Grodno Oblast Public Association for the Rural Development "Our Land". Farmsteads; State Environmental Institution Republican Landscape Reserve "Kotra" Shchuchin Forestry GLKhU. Kamenskoye ORKh. LoriStur Travel Company.	20,000 BYN (8086 euro)	- at least 4000 copies of the tourist guide of Shchuchin district in 4 languages have been produced; - a multilingual mobile web-application "Shchuchin district for tourists" has been launched; - mobile application has been downloaded by at least 250 users; - the information on tourism products of the district is posted on 10 websites.	The result: The awareness of potential tourists on the tourism products of the district has been raised. Monitoring indicators of the result and their target values: - the growth of the total number of tourists visiting the district is at least 10% annually, including foreign visitors – at least 20%; - export of tourist services grows by 10% annually.

Table 2. Financing Scheme

Actions	Estimated Cost	Source of funding, euro						Funding gaps	Remarks
		National programs	Local budget	Upper level budgets	Business	Donors	Other (specify)		
1.1. Promoting investment projects aimed at diversification and development of local value chains	10,800,000				10,800,000				
1.2. Developing investment proposals, creating a digital data bank on promising initiatives and producing the catalog “Ideas for Small Motherland”	6065		2000		2065			2000	
1.3. Organizing and holding the annual district investment SMART-forum	8086		2500		1500			4086	
1.4. Establishing an inclusive business school of social entrepreneurship for successful development of the local economy.	12,129		1500		4500			6129	
2.1. Establishing the School of Organic Farming on the basis of the Grodno Zonal Institute of Plant Industry.	16,172		3000		6000			7172	
2.2. Creating a production site for conducting trainings on organic farming for farmers, owners of personal small-holdings, and rural youth on the basis of the Shchuchin State Agricultural Professional Lyceum.	40,430		4000		10,000			26,430	
2.3. Creating an integration structure of organic producers.	1000				1000				
2.4. Developing and approving the concept of promoting organic food products in the local and foreign markets.	9530		1000		4000			4530	
3.1. Establishing a cross-border cultural dialogue center.	508,904		50,890			458,014			
3.2. Organizing a series of cross-border thematic festivals.	32,344		15,000		10,000			7344	
3.3. Creating a tourism cluster for the development of small tourist facilities for green, event and recreational tourism.	1011		500		511				
3.4. Developing and producing tourist guides, producing a promotional video, developing and launching a mobile multilingual web-application targeted at consumers of the cross-border tourism products.	8000		500		3000			4500	
Total:	11,443,671		80,890		10,842,576	458,014		62,191	

Table 3. Monitoring plan in the context of the activities

Actions / project ideas	Duration (start / end)	Expected results Months 1-6	Expected results Months 6-12	Expected results Months 12-18	Expected results Months 18-24
1.1. Promoting investment projects aimed at diversification and development of local value chains	July 2019 – June 2021	Strawberry Plants SOOO has implemented an investment project for the construction of an administrative building with built-in refrigerators; Logal-Bio OOO implemented the investment project for the construction of the building No.2 of the agricultural complex for growing champignons; The amount of about 3 million euro of investment has been disbursed; Revenue from sales has increased by 10%; The share of businesses in revenue has increased by 5%; Exports of diversified products has increased by 10%; Revenue to the local budget from businesses has increased by 5%.	Primemilk OOO has started implementing the investment project on installation of soft cheese production line; The amount of about 3.5 million euro of investment has been disbursed; Revenue from sales has increased by 15%; The share of businesses in revenue has increased by 10%; Exports of diversified products has increased by 15%; Revenue to the local budget from businesses has increased by 10%.	Primemilk OOO completed the implementation of the investment project on installation of soft cheese production line; The amount of about 7.5 million euro of investment has been disbursed; Revenue from sales has increased by 20%; The share of businesses in revenue has increased by 15%; Exports of diversified products has increased by 20%; Revenue to the local budget from businesses has increased by 15%.	During the implementation of investment projects, the amount of 10,660,063 euro of investment was disbursed; Revenue from sales has increased by 30%; The share of businesses in revenue has increased by 25%; Exports of diversified products has increased by 30%; Revenue to the local budget from businesses has increased by 20%. Completed: 30.06.2021
1.2. Developing investment proposals, creating a digital data bank on promising initiatives and producing the catalog “Ideas for Small Motherland”	July 2019 – June 2021	The initiative group for the development of investment proposals has been created; An opening meeting of the working group has been held, a SWOT analysis has been conducted and prospective growth points have been identified; 5 investment proposals have been developed; 5 investment proposals have been posted on the official website of the District Executive Committee in the digital data bank; 5 persons have applied to the District Executive Committee for additional consultations.	4 meetings of the initiative group have been held; 10 investment proposals have been developed and approved; 10 proposals have been posted in the digital data bank; 250 copies of the information catalogue of investment proposals have been produced; 10 persons have applied to the District Executive Committee for additional consultations; 5 agreements of intent have been signed; 1 new production has been launched; the amount of 500,000 euro of investment has been attracted.	6 meetings of the initiative group have been held; 15 investment proposals have been developed and approved; 15 proposals have been posted in the digital data bank; 250 copies of the information catalogue of investment proposals have been reproduced; 15 persons have applied to the District Executive Committee for additional consultations; 7 agreements of intent have been signed; 2 new productions have been launched; the amount of 750,000 euro of investment has been attracted.	8 meetings of the initiative group have been held; 20 investment proposals have been developed and approved; 20 proposals have been posted in the digital data bank; The total circulation of the information catalogue is 500 copies; 20 persons have applied to the District Executive Committee for additional consultations; 10 agreements of intent have been signed; 3 new productions have been launched; The amount of 1,000,000 euro of investment has been attracted. Completed: 30.06.2021

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
1.3. Organizing and holding the annual district investment SMART-forum	July 2019 – June 2021	The initiative group for organizing and holding the SMART-forum has been created; The domestic and foreign experience of investment forums has been studied; The main directions of preparatory work and a range of potential investors have been defined; An open tender for the best investment proposal for the forum has been announced; The results of the tender have been summed up and the winners have been announced.	The date and time of the first SMART-forum have been defined; Presentations of proposals for investors have been prepared; The event has been announced through the media and via the Internet; The forum program has been developed and approved; The forum has been held; at least 100 people have attended it; The volume of attracted investments has increased by 15%.	The results of the first investment forum have been discussed at the meeting of the working group; As a result of the forum, 5 agreements of intent to implement investment projects have been signed; The volume of investment has increased by 10%; An open tender of investment proposals for the second forum has been held; The volume of attracted investments has increased by 10%.	The date and time of the second SMART-forum have been defined; The second investment SMART-forum has been held; At least 200 people have taken part in two forums; As a result of the forum, 10 agreements of intent to implement investment projects have been signed; The volume of attracted investments has increased by 15%. Completed: 30.06.2021
1.4. Establishing an inclusive business school of social entrepreneurship for successful development of the local economy.	July 2019 – June 2021	A working group has been created to establish the business school; Research of requests of vulnerable categories of the population regarding obtaining knowledge in business has been carried out; The program of training seminars has been developed; A team of experts to conduct training seminars has been created; Information about the school is available in the media and on the Internet.	6 training seminars have been held for different social categories; The level of competence has been increased by: 25 women, 25 senior citizens, 5 persons with disabilities, and 10 persons from an open-type correctional institution; 10 entrepreneurs have been registered after graduating from school.	At least 12 training seminars have been held for different social categories; The level of competence has been increased by: 50 women, 50 senior citizens, 10 persons with disabilities, and 20 persons from an open-type correctional institution; 20 entrepreneurs have been registered after graduating from school.	At least 18 training seminars have been held for different social categories. The level of competence has been increased by: 75 women, 75 senior citizens, 20 persons with disabilities, and 30 persons from an open-type correctional institution; 30 entrepreneurs have been registered after graduating from school. Completed: 30.06.2021
2.1. Establishing the School of Organic Farming on the basis of the Grodno Zonal Institute of Plant Industry.	July 2019 – June 2021	A working group has been created to establish the school; Research of requests from potential students of the school has been carried out; The program of training seminars has been developed; A team of experts to conduct training seminars has been created; Information about the school is available in the media and on the Internet.	5 training seminars have been held; The level of competence has been increased by: 5 farmers, 30 owners of personal small-holdings, and 30 State Agricultural Professional Lyceum students; The principles of organic farming are used by 5 farmers of the district; The principles of organic farming are used by 15 owners of personal	10 training seminars have been held; The level of competence has been increased by: 10 farmers, 60 owners of personal small-holdings, and State Agricultural Professional Lyceum students The principles of organic farming are used by 10 farmers of the district; The principles of organic farming are used by 30 owners of personal small-holdings.	15 training seminars have been held; The level of competence has been increased by: 15 farmers, 100 owners of personal small-holdings, and 100 State Agricultural Professional Lyceum students; The principles of organic farming are used by 15 farmers of the district; The principles of organic farming are used by 50 owners of personal

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
			small-holdings.		small-holdings. Completed: 30.06.2021
2.2. Creating a production site for conducting trainings on organic farming for farmers, owners of personal small-holdings, and rural youth on the basis of the Shchuchin State Agricultural Professional Lyceum.	July 2019 – June 2021	The site for placement of agricultural equipment has been identified and equipped; The team of experts and training specialists has been composed; Land plots for conducting trainings have been allocated; Contracts to use agricultural equipment have been concluded; The training program and schedule have been approved.	At least 2 trainings have been held; The training has been held for: 5 farmers, 20 owners of personal small-holdings, and 15 State Agricultural Professional Lyceum students; 5 farmers use organic farming technology; 10 owners of personal small-holdings use organic farming technology.	At least 4 trainings have been held; The training has been held for: 10 farmers, 40 owners of personal small-holdings, and 30 State Agricultural Professional Lyceum students; 10 farmers use organic farming technology; 20 owners of personal small-holdings use organic farming technology.	At least 4 trainings have been held. The training has been held for: 15 farmers, 60 owners of personal small-holdings, and 45 State Agricultural Professional Lyceum students; 15 farmers use organic farming technology; 30 owners of personal small-holdings use organic farming technology. Completed: 30.06.2021
2.3. Creating an integration structure of organic producers.	July 2019 – June 2021	12 informational meetings with farmers and owners of personal small-holdings have been held; Information on the creation of the integration structure is available in 5 media and Internet resources; The integration structure includes 2 farmers and 10 owners of personal small-holdings; The volume of organic products produced by the participants of the integration structure has increased by 10%; Revenue of the united farmers and owners of personal small-holdings from the sale of organic products has increased by 5%.	Information on the activities of the integration structure is available in the media and Internet resources (at least once a month); The integration structure includes 4 farmers and 15 owners of personal small-holdings; The volume of organic products produced by the participants of the integration structure has increased by 20%; Revenue of the united farmers and owners of personal small-holdings from the sale of organic products has increased by 10%.	The integration structure includes 6 farmers and 20 owners of personal small-holdings; The volume of organic products produced by the participants of the integration structure has increased by 30%; Revenue of the united farmers and owners of personal small-holdings from the sale of organic products has increased by 15%.	At least 25 materials on the activities of the integration structure are available in the media and on the Internet; The integration structure includes 10 farmers and 25 owners of personal small-holdings; The volume of organic products produced by the participants of the integration structure has increased by 40%; Revenue of the united farmers and owners of personal small-holdings from the sale of organic products has increased by 20%. Completed: 30.06.2021
2.4. Developing and approving the concept of promoting organic food products in the local and foreign markets.	July 2019 – June 2021	A working group on the strategy development has been created; A draft concept has been developed and submitted for approval to the District Council of Deputies; The concept has been discussed and approved at the session of the District Council of Deputies.	At least 6 materials on the benefits of consumption of organic products have been published in the district newspaper "Dziannitsa" and posted on the Internet; At least 30 information meetings have been held with the population at the place of residence; 25% of the population is aware of	At least 12 materials on the benefits of consumption of organic products have been published in the district newspaper "Dziannitsa" and posted on the Internet; At least 60 information meetings have been held with the population at the place of residence; 50% of the population is aware of	At least 18 materials on the benefits of consumption of organic products have been published in the district newspaper "Dziannitsa" and posted on the Internet; At least 90 information meetings have been held with the population at the place of residence; 75% of the population is aware of

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
			the benefits of consumption of organic food products; 2 shops in the district sell organic products on a regular basis; 500 residents of the district buy organic products; An online store selling local organic products has been created.	the benefits of consumption of organic food products; 5 shops in the district sell organic products on a regular basis; 2000 residents of the district buy organic products; The services of the online store are regularly used by at least 30 people.	the benefits of consumption of organic food products; 10 shops in the district sell organic products on a regular basis; 5000 residents of the district buy organic products; At least 100 people have used the services of the online store. Completed: 30.06.2021
3.1. Establishing a cross-border cultural dialogue center.	July 2019 – June 2021	A tender has been held and a contractor has been selected to perform construction work; The contract with the contractor for construction works has been concluded; Construction has started.	Construction completed; A stage and sound amplifying equipment have been purchased; The Grand opening of the center has been held and attended by at least 3000 spectators, including at least 100 foreign guests; A public event has been held and attended by at least 2000 people, including at least 100 foreign guests.	4 public events have been held and attended by 16,000 people, including at least 500 foreign guests; The volume of tourist services has increased by at least 5%; The number of foreign tourists visiting the district has increased by 10%; Revenue from the sale of souvenirs has increased by 10%; Revenue from guided tours has increased by 10%.	8 public events have been held and attended by 32,000 people, including at least 1000 foreign guests; The volume of tourist services has increased by at least 5%; The number of foreign tourists visiting the district has increased by 20%; Revenue from the sale of souvenirs has increased by 20%; Revenue from guided tours has increased by 20%. Completed: 30.06.2021
3.2. Organizing a series of cross-border thematic festivals.	July 2019 – June 2021	The concept of festivals has been developed; The format and dates of the festivals have been determined; 2 cross-border festivals have been organized; At least 50 acts have performed at the festival, 10 of them – from foreign countries; The festivals have been attended by 20,000 people, including 200 foreign guests; The average hotel occupancy in the town during the festivals has reached 60%; Revenue of the public catering during the festivals has increased by 20%.	4 cross-border festivals have been organized; The festivals have been attended by 40,000 people, including 1000 foreign guests; The share of foreign tourists attending the festivals has accounted for at least 10% of the total flow; At least 100 acts have performed at the festival, 20 of them – from foreign countries; The average hotel occupancy in the town during the festivals has reached 70%; Revenue of the public catering during the festivals has increased by 30%.	6 cross-border festivals have been organized; The festivals have been attended by 60,000 people, including 1500 foreign guests; The share of foreign tourists attending the festivals has accounted for at least 15% of the total flow; At least 150 acts have performed at the festival, 30 of them – from foreign countries; The average hotel occupancy in the town during the festivals has reached 80%; Revenue of the public catering during the festivals has increased by 40%.	8 cross-border festivals have been organized; The festivals have been attended by 80,000 people, including 2000 foreign guests; The share of foreign tourists attending the festivals has accounted for at least 20% of the total flow; At least 200 acts have performed at the festival, 40 of them – from foreign countries; The average hotel occupancy in the town during the festivals has reached 90%; Revenue of the public catering during the festivals has increased by 50%. Completed: 30.06.2021

Actions / project ideas	Duration (start / end)	Expected results Months 1-6	Expected results Months 6-12	Expected results Months 12-18	Expected results Months 18-24
3.3. Creating a tourism cluster for the development of small tourist facilities for green, event and recreational tourism.	July 2019 – June 2021	The analysis of requests of tourism entities in terms of possible cooperation has been carried out; A working meeting with potential participants of the cooperation network has been held; The form of participation of network participants has been defined and the coordinating center has been created; The network includes at least 10 participants.	The network includes 20 participants; 3 new tourist routes have been developed; The network participants have hosted 250 tourists; The volume of tourist services provided by the network has increased by 10%; Revenue of tourism entities from provision of tourist services increased by 5%.	The network includes 30 participants; 6 new tourist routes have been developed; The network participants have hosted 500 tourists; The volume of tourist services provided by the network has increased by 15%; Revenue of tourism entities from provision of tourist services increased by 10%.	The network includes 40 participants; 10 new tourist routes have been developed; The network participants have hosted 1000 tourists; The volume of tourist services provided by the network has increased by 20%; Revenue of tourism entities from provision of tourist services increased by 15%. Completed: 30.06.2021
3.4. Developing and producing tourist guides, producing a promotional video, developing and launching a mobile multilingual web-application targeted at consumers of the cross-border tourism products.	July 2019 – June 2021	The range of objects of particular interest to tourists has been determined; Concepts of tourist guides, a promotional video about the tourist attractiveness of the district and a mobile web-application for tourists have been developed; The producers of the tourist guides, promotional video and web-application have been found.	2000 copies of the tourist guide in Belarusian and English have been produced; The production of the video has been started; Collection and classification of data for mobile web-application have been started; At least 1000 tourist guides are available in tourist areas; The number of tourists has increased by 5%, including foreign guests – by 10%; Export of tourist services has grown by 5%.	2000 copies of the tourist guide in Belarusian, English, Polish and Lithuanian have been produced; The promo video has been edited, posted in the Internet and presented; The mobile web-application has been launched. It has been downloaded by at least 50 users; At least 2000 tourist guides are available in tourist areas; The number of tourists has increased by 10%, including foreign guests – by 20%; Export of tourist services has grown by 10%.	At least 4000 tourist guides are available in tourist areas; Information about the tourism products of the district is available on 10 websites; At least 10,000 views of the promo video about Shchuchin district on the Internet; The mobile application has been downloaded by at least 250 users; The number of tourists has increased by 15%, including foreign guests – by 30%; Export of tourist services has grown by 15%. Completed: 30.06.2021
per cent of the total budget by objective (indicative)		10	30	75	100