



# **LOCAL ECONOMIC DEVELOPMENT PLAN**

Municipality: **Korma District, Gomel Oblast**

Country: **The Republic of Belarus**

*Korma district – a small land of great opportunities.*

**July 16, 2018**

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

### **List of Abbreviations**

<b>Abbreviation</b>	<b>Complete form</b>
M4EG	- The EU Initiative "Mayors for Economic Growth"
LEDP	- Local Economic Development Plan
BYN	- Belarusian ruble

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The official rate of the Belarusian ruble against the foreign currencies set by the National Bank of the Republic of Belarus, as of 01.01.2018

**1 EUR = 2.3553 BYN**

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

Korma district is a small agricultural district of Gomel Oblast. Its administrative center is the modern urban settlement of Korma. The total area of the district is 950 km<sup>2</sup>. The district includes the urban settlement of Korma and 73 rural settlements.

Korma district has rich natural resources, cultural and historical heritage. There are 128 monuments of history, architecture, archeology and nature in the district. In particular, there are such historical sites as the Doria-Dernolovichs' Manor and Park Complex (19th – beginning of 20th century) and St. Nicholas Church (19th century). The historical roots of the district are directly related to the history of the Jewish people. According to the census, until 1926, 71.4% of the population of Korma was Jewish.

Korma district is famous for its great countrymen: L.S. Khodanovich – Full Cavalier of the Order of Glory; P.V. Mozheyko, P.V. Nesterovich, A.A. Filimonov – Heroes of the Soviet Union; P.T. Bondarenko – Rear Admiral; T.L. Vlasov, D.G. Makarenko – Major-Generals of the Soviet Army.

An outstanding person, a unique teacher, tireless revolutionary, talented organizer, closest friend and ally of V.I. Lenin Panteleymon Lepeshinsky lived and worked in the district. In the village of Litvinovichi, he founded a commune school, where workers were taught the working professions and political literacy. In 1968, the Lepeshinsky Memorial Museum was open in the village of Litvinovichi.

The development of the agro-industrial complex is one of the main priorities of the district's economy. The work carried out in the district to develop the agricultural sector has made it possible to ensure a significant increase in agricultural output in recent years.

In the last five years, we have been paying special attention to the implementation of two major investment projects, such as the modernization of the production facilities of Korma Flax-Processing Plant (a branch of Gomellen OAO) and the "Organization of home textiles production" at the branch 2 of Rechitsa Textiles OAO. As a result of the modernization of the flax plant, a modern technological line for the production of flax fiber has been installed.

I want to note that the main goal of the district's development is to ensure the sustainable economic growth of the territory, improve the welfare and living conditions of the population by promoting the social and economic relations, innovative development and competitiveness of the economy.

In the interest of economic development of the district and support of business initiatives and entrepreneurship, the district has joined the EU Initiative "Mayors for Economic Growth" and elaborated this Local Economic Development Plan. The Plan has been elaborated in view of the previously developed plans for social and economic development of the district, but it is aimed, to the greatest extent, at the promotion of the business initiative and development of entrepreneurship to facilitate the local economic growth and job creation.

We hope that the implementation of this Plan will become the basis for expanding the dialogue between the public and private sectors, and will facilitate the implementation of mutually beneficial projects in the field of economic development of the district.

Alexey Yasonov  
Chairman of the Korma District Executive Committee

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## **Executive Summary**

Korma district joined the EU Initiative "Mayors for Economic Growth" to develop the close cooperation with the business community and civil society, to increase the economic growth, to accelerate the cooperation with the local administration of other countries, and to make the district attractive to investors and donors.

The Local Economic Development Plan (hereinafter – the LEDP) was developed in partnership with the private sector and civil society in accordance with requirements of the Initiative "Mayors for Economic Growth". The national and local statistics was used in the process of the Plan development. The Plan was developed in conjunction with the already existing plans of social and economic development of the district.

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

### **Competitive advantages of the district are as follows:**

- higher soil fertility than in other districts of Gomel Oblast;
- successful experience in the flax growing, and availability of the modern flax-processing facilities in the district;
- availability of free land plots and free production facilities with the full infrastructure;
- rich historical heritage of Korma, in particular, as a Jewish settlement.

**Vision and objectives:** Korma district is a territory of successful development of small business and decent employment of the population; the land attractive for tourists due to its flax traditions and Jewish history.

### **1. Support for small businesses and strengthening the investment attractiveness of the district:**

- 1.1. Organization of cooperation with the Rogachev Center of support of Entrepreneurship to identify and develop a set of business ideas for local entrepreneurship, and support of startups;
- 1.2. Organization of a series of trainings for entrepreneurs on starting and doing business;
- 1.3. Development, printing and distribution of an investment atlas; participation in investment forums for the promotion of the district;
- 1.4. Creation of a section for information materials on business development on the official website of the District Executive Committee

### **2. Promotion of the development and diversification of private agricultural production:**

- 2.1. Elaboration of a concept for the development of private agricultural production;
- 2.2. Conduction of a training on new and promising types of agricultural and craftsmanship activities for small manufacturers (with the involvement of experts);
- 2.3. Creation of a business school for youth aimed at promoting rural entrepreneurship among young people, and obtaining relevant competencies for starting their own business in agriculture;
- 2.4. Creation of inclusive agricultural production (for secondary employment of children from disadvantaged families and young people with disabilities).

### **3. Strengthening the capacity of tourism and services:**

- 3.1. Holding the festival "L'nyanaya karusel" (Flax carousel) and its promotion as a potential brand of the district;
- 3.2. Repair and restoration of the tourist sites of Jewish history for nostalgic tourism (in cooperation with the local or regional museum);
- 3.3. Development of a tourist product "Tours to Jewish places of Korma district";
- 3.4. Landscaping and infrastructure creation to increase the attractiveness of the territory for tourists and residents;
- 3.5. Promotion of public catering and service facilities.

The total budget of the LEDP is 190,089 BYN (80,700 euro). The private business and local budget are the main sources of financing the LEDP for 2019-2020. The budget deficit is planned at 69,717 BYN (29,600 euro) and is considered as an incentive for seeking additional funding to implement the planned activities.

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

## **Introduction**

Korma district joined the EU Initiative "Mayors for Economic Growth" on May 29, 2017. In accordance with the M4EG Membership Form signed by the Chairman of the Korma District Executive Committee Alexey Yasonov, the district shares its goals and undertakes to work closely with the business community and civil society in order to become active facilitator for economic growth, development and job creation. According to the obligations of the M4EG signatory, the district developed this Local Economic Development Plan (LEDP). The district participates in the Initiative due to its willingness to raise attraction of the territory for investors and donors, to increase access to various training programs funded by the EU, to establish cooperation with local administrations of the other countries of the Eastern Partnership, and to promote the district as a tourist destination.

Korma district is located in the northeastern part of Gomel Oblast of the Republic of Belarus. The total area of the district is 950 km<sup>2</sup>. The district includes the urban settlement of Korma and 73 rural settlements. The urban settlement of Korma is located 230 km away from the city of Minsk, 98 km – from the city of Gomel, and 65 km – from the nearest railway station Rogachev.

The area of agricultural land is 40.8 thousand hectares, including arable land – 31.9 thousand hectares. The level of soil fertility of the district is above the Oblast average. Six rivers flow across the district. There are 12 artificial reservoirs and many lakes in the bottom of the Sozh River. 37% of the district is covered by forests. Korma district has rich natural resources, cultural and historical heritage. There are 128 monuments of history, architecture, archeology and nature. In particular, there are such historical sites as the Doria-Dernolovichs' Manor and Park Complex (19th – beginning of 20th century) and St. Nicholas Church (19th century). In the agrotown of Litvinovichi of Korma district, there is a memorial museum of the famous teacher Panteleymon Lepeshinsky. It should be noted that the historical roots of the district are directly related to the history of the Jewish people. According to the census, until 1926, 71.4% of the population of Korma was Jewish. Up to now, the so-called Jewish street in Korma has been preserved. The memorial sign to 700 executed Jewish ghetto prisoners is installed there.

Both strength and weakness of the district is its remoteness from the main roads and railways. From the point of view of ecological tourism, this remoteness is the strength of the district – the rich nature attracts numerous fishermen and hunters there. From the point of view of investment in industry, a disadvantageous geographic position puts off the investors despite the availability of benefits and preferences.

The development of the district was significantly influenced by the Chernobyl disaster – 13% of the total area of the district was isolated. Korma district is one of the most affected areas. 19 settlements have ceased to exist. There was a great outflow of the population: 9600 people (more than 30% of the population) left the district. Significant work and resources were spent to minimize the consequences of this man-made disaster, which affected the development of the district, its social and economic, and social and cultural spheres (limited capacity and loss of historical roots).

As of January 1, 2018, the population of Korma district was 13.2 thousand, including urban population – 7.6 thousand, according to the local statistics. Of these, men – 40%, women – 60%. Labor resources of the district amounted to 7.1 thousand people. The economically active population totaled 5.2 thousand people. The official unemployment rate was 0.8%. Over the past seven years, there has been a stable trend of migratory decline in more developed cities (Gomel, Bobruisk, Zhlobin, and Rogachev). For the period 2015-2017, the population decreased by 3.2%, the economically active population of the district decreased by the same amount. The average age of the district's population is 39.8 years, including men – 36.2 years, and women – 43.2 years.

Despite the negative trends, the district has achieved a lot and is aimed at addressing the challenges of our time. This Plan is considered to be the tool for the mobilization of business initiatives and entrepreneurship.

In accordance with the M4EG Concept, the Plan was developed based on the dialogue between the government, business community and civil society. In order to ensure objectivity during the development of the LEDP, the data from both national and local statistics was used. As a development benchmark, a number of provisions and targets for the social and economic development plans of the district were used, as well as the Concept of the Area-Based Development of the district. The LEDP is an additional tool for achieving sustainable social and economic development of the district in terms of supporting local entrepreneurship in promising sectors of economic development, such as agriculture and

tourism. The Plan is consistent with previously developed plans.

The total amount of financial resources required for the implementation of the Plan is 190,089 BYN (80,700 euro). The business and local budget are the main sources of financing the LEDP implementation. The budget deficit is planned at 69,717 BYN (29,600 euro) and is considered as an incentive for seeking additional funding to implement the planned activities.

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

To develop the Plan in partnership with the local authorities and business community, a drafting team was created by the order of the Chairman of the Korma District Executive Committee (Annex 2). Anastasia Melnikova, Deputy Head of the Economic Department of the Korma District Executive Committee, who was appointed by the Chairman of the District Executive Committee as a Local Economic Development Officer within the M4EG, and who received four-stage training under the M4EG Initiative, provided methodological support and coordinated work on developing the LEDP.

The LEDP was developed in view of the principles of participativity, inclusiveness, integration, consistency, and flexibility. Regularly (once in 2 months) meetings (3 meetings) were held with various target groups, including non-governmental and state organizations, small and medium-sized businesses in order to get a real picture of the social and economic situation in Korma 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 LEDP development was initiated in November 2017. At the initial stage of development of the Local Economic Development Plan, a meeting was organized with representatives of the business community on the basis of the current Commission for Entrepreneurship Development and Establishment of New Production in Korma District. Further meetings were organized on the basis of the established drafting team with the involvement of the local administration and organizations of various forms of ownership.

The SWOT-analysis of the district, defining strategic objectives and measures for their achievement, and financing issues were the most complex and important topics during the discussions.

## **2. Local Economic Analysis**

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

As of January 1, 2018, 246 business entities operated in the district, including 3 large enterprises, 10 medium-sized enterprises, 45 small enterprises, 56 microenterprises, 121 individual entrepreneurs and 11 craftsmen (Annex 3).

The economy of the district is agrarian – 76% of the added value of the district account for agricultural production which is actively developing. The growth rate of revenues from sales of agricultural products in 2016 was 117.5%. The district's agriculture specializes in the cultivation of grain, feeding crop and potatoes, and the production of milk and meat. The agricultural sector of the district includes 7 communally owned medium-sized enterprises, 1 branch of a major agricultural enterprise of Gomel Oblast and 9 private micro-enterprises (25.7% in total number of private enterprises).

The specificity of the district is the cultivation and primary processing of flax (by Korma Flax-Processing Plant which is a branch of Gomellen OAO). One of the most important tasks of social and economic development of the district is the build-up of productive capacity through the technical re-equipment and modernization of this production. To this end, in 2014, modernization of this plant was completed and a modern technological line was commissioned. As a result, the downtime related to equipment repairs has decreased, the productivity and quality of flax fiber has increased, and the working conditions have improved. The production of a new type of product – briquettes from production waste – has been launched. The company participates in the great number of local value chains: the raw material (flax) – primary processing (flax fiber) – sales outside the district (briquettes and flax fiber).

Retail trade services are provided by 130 retail outlets with a total trading area of 8.4 thousand m<sup>2</sup>, and by 34 public catering facilities.

The private companies SanyaMax and Vitanto achieved the best turnover in trade. The trade company SanyaMax is one of the most dynamically developing newly created enterprises – its turnover

growth amounted to 346.6%. The private enterprise Vitanto has been operating since 2008 and has successfully occupied its niche with the turnover growth of 139.2%.

The development of small and medium-sized businesses is one of the most important reserves of the economic growth of any region. As of January 1, 2018, 36 private entities and 121 individual entrepreneurs operated in the district. The share of revenues resulting from their activities amounted to 11.7% of total budget revenues (Annexes 5-6).

The main type of private business activity in the district is retail trade. The share of private entities engaged in retail trade is 41.3% of their total amount. The share of individual entrepreneurs engaged in retail trade is 45.5% and the share of private enterprises – 25.7%.

22.0% of individual entrepreneurs provide transport services; 28.7% are engaged in the provision of services (construction services, hairdressing, maintenance of vehicles, maintenance of computers, and shoe repair); 3.8% are engaged in the production sector (production of textiles, woodworking products and paving slabs).

The share of private enterprises engaged in the provision of services is 30.6%, in agricultural production – 22.9% and in industrial production – 17.1%.

Lesovshchik OOO was the fastest developing company in the last 2 years. The growth rate of revenue from sales of its products amounted to 170%. The share of exported products in the total volume of the district's exports in 2017 amounted to 47%. In 2017, a line for the production of pallet boards was commissioned and a new type of product started being produced by the enterprise. The products are exported to Germany, Lithuania and Latvia.

As a result of this analysis, the following growth sectors have been identified: industrial production, agricultural production and trade and services. The main problems that can be solved through the development with the support of the private business in the district are as follows:

**industrial production** – attraction of investments, development of production of new products, improvement of product quality, provision of decent employment and remuneration of employees. About 80% of the equipment of industrial enterprises is worn and obsolete. Attraction of investments in this sphere will allow modernizing the existing production, and, consequently, producing qualitatively new products;

**agriculture** – ensuring employment and self-employment of the population, improving the skills of agricultural workers, expanding the types of agricultural products produced by opening up the market niches that are beyond the attention of large agricultural producers, and the rational use of land resources. Currently, the range of agricultural products is limited provided there is fertile soil in the district. The organization of trainings and seminars for local farmers with the involvement of experts will improve their skills and contribute to improving the efficiency mainly of the private small-scale production enterprises;

**trade and services**– attraction of investments, improvement of the quality of services, and expansion of the range of products and services. Currently, the commercial services in the district are rendered primarily by the enterprise of consumer cooperation (the share of the turnover of the enterprise is more than 63% in the total volume of goods turnover), which is in extremely difficult financial condition. The public catering network is also represented by the facilities of the enterprise of consumer cooperation. Attracting investors and major retail chains in this sector will create healthy competition, improve the quality of services and expand the range of products sold.

The hallmark of the district is the production of flax fiber and briquettes from waste products. The Korma Flax-Processing Plant is the largest enterprise in Gomel Oblast for the processing of flax. This specificity of the district gave impetus to the development of festival tourism in the area. In 2017, the festival "L'nyanaya karusel" was held for the first time and involved hundreds of participants. The program of the festival included musical performances, exhibitions and workshops of craftsmen and masters of decorative and applied art, the exposition of the open-air flax museum, the work of shopping malls and thematic gardens, a flax parade, flax defile, flax treats, and a number of other informative activities. The festival will be held annually as a traditional event in the district.

There is branch 2 of Rechitsa Textiles OAO in the district. The company previously specialized in the production of textiles (terry and waffle products, terry cloth, decorative covers and blankets). In 2012-2017, the investment project "Organization of home textiles production" was carried out at the enterprise. In early 2017, the project was closed due to the lack of funding by the parent company. As part

of the project, a production building was constructed. Currently, the enterprise is being converted to the production of gauze and bed linen from give-and-take raw materials.

Despite the existence of several challenges, the economy is developing, and the district is looking for opportunities to strengthen it.

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

The Executive Committee has taken steps to cooperate with the private sector in terms of organization of meetings and seminars with the involvement of all departments and services, including Oblast institutions. The legislative norms directly influencing the business activities and the conditions for the provision of state support are being explained at these meetings and seminars. The participants are also informed on the investment proposals in the district. Despite the measures taken, the dialogue with the private sector is still not fully established (Annex 7).

The Council for Entrepreneurship Development headed by the Chairman of the Executive Committee has been established in the district. At the meetings of the Council, the acute issues affecting the development of small businesses with the involvement of all stakeholders are being discussed: the allocation of land (water bodies) for farms; subsidies for starting business; purchase, lease or gratuitous use of real estate for business activities; lack of resources. As a result, the solutions for the problems mentioned above are being worked out.

There is practically no cooperation between private businesses as they perceive each other as competitors. There is no business incubator in the district, since it operates in Rogachev (about 60 km away) in its classical form (provision of accounting services).

A survey on the awareness on the existing business structures supporting entrepreneurship development was conducted among the participating businessmen (32 persons) during one of the seminars. According to the survey, 22 persons (almost 70% of the present representatives of the private business entities) answered that they have a low level of awareness on the activities of business incubators and associations and often have no idea how these structures can help them in the development; 25% of respondents (8 people) were sufficiently aware of the existence of business incubators, as they took part in the seminars organized by them, but they didn't learn anything new at the seminars; 5% of respondents (2 persons) were aware of the activities of business incubators, but only in the part of providing accounting services as they had used them themselves.

In turn, the business associations do not show interest in the business entities of Korma district, except the small business incubator Beltrastinfo from Gomel which periodically organizes free trainings. The main reason for the low activity of cooperation between entrepreneurs and different business structures is the greater remoteness of the latter. They are mainly located in large cities (Gomel, Zhlobin, Rogachev, and Mozir) where a large number of private businesses operate.

The cooperation of district's entrepreneurs and the Center of support of Entrepreneurship of Rogachev and the Gomel small business incubator tends to be of a one-off nature in the form of conducting seminars.

The main condition for the success of cooperation at the local level is mutual benefit. Therefore, involvement of representatives of different sectors in the implementation of a joint project will contribute to the development of cooperation at the local level.

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

Information on the Calls for Proposals organized by the District and Oblast Executive Committees is published on the websites and interested parties can apply. The Chairman of the District Executive Committee and his deputies receive citizens personally and organize direct telephone lines several times a month. Any citizen can apply for an appointment with the Administration of the district. Periodically, officers of Oblast ministries and departments receive citizens personally in the district. The local newspaper widely covers the activities of the Administration and all the ongoing events.

The Executive Committee works with businesses on an individual basis, which gives the impression of a preference for some in front of others. There is no single portal for obtaining information necessary for private businesses. To find information of interest you must visit all the departments or their websites. Information on the websites is often unsystematic (Annex 8).

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

We believe that the expansion of the range of public services and the transfer of all administrative procedures to the electronic format (e-government technologies), integration of information systems and provision of access to open data will help to increase the transparency of public administration and reduce corruption.

#### **2.4. Access to Finance**

Two banks and one insurance institution serving local entrepreneurs operate in the district. The maximum amount of loans available to small businesses is 1500 thousand BYN ( $\approx$  652 thousand euro) at the interest rate of 8-9.5% in national currency. Loans are issued under the following conditions: the entity has an account with the bank, a business plan developed by the bank's consulting institution, and a pledge or suretyship; the participation of the entity should exceed 20%. Loans are granted for a period not exceeding 5 years. Unemployed citizens are provided with subsidies for starting business by the district's Labor Office amounting to maximum 2.99 thousand BYN ( $\approx$  1.3 thousand euro).

This amount is not sufficient for starting business. The mechanism for granting subsidies needs to be improved in terms of increasing the amount (including for job creation), as well as using the funds provided for starting business within the territory of the district.

The fund of the Gomel Oblast Executive Committee reimburses part of interest for the use of bank loans and part of leasing payments to small businesses subject to the availability of a business plan and new jobs created. The Belarusian Fund for Financial Support of Entrepreneurs provides loans or property under lease arrangements on a competitive basis.

Thus, it is difficult for startappers to obtain a bank loan without confirming their solvency. The existence of a fund that would guarantee banks a refund of loans could significantly improve the business climate in the district. Joint participation of the government and business in the implementation of projects of international technical assistance can play an important role in the development of entrepreneurial initiatives.

#### **2.5. Land and Infrastructure**

Currently, the district has a sufficient number of production facilities (11 real estate items with a total area of 3.5 thousand m<sup>2</sup>), business premises (12 items with a total area of approximately 1.3 thousand m<sup>2</sup>) and land plots (6 items with the total area of 1.2 ha), which can be provided to small businesses for their activities or the implementation of investment projects (Annex 9).

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

The formation of land plots is greatly influenced by contamination of land as a result of the Chernobyl disaster, because this land cannot be used in agriculture. When forming the land plots, the land management service studies the demand for them from entrepreneurs.

The district has a sufficient number of production facilities with the infrastructure for organization of business. However, most of the buildings need repairs, but the majority of entities want to obtain property in good condition, without investing. The district remains untapped by investors largely because of its remoteness from the main roads and railways.

The population wishing to engage in independent agricultural production often lacks seed capital to purchase the necessary equipment for cultivating land, and information and experience from successful farmers. The creation of an information and resource center which will provide not only advisory assistance but also the necessary equipment to the beginning farmers, would significantly improve the business climate in the district.

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

The need to provide a long list of licensing documents necessary for the implementation of entrepreneurial activities (including those of a formal nature) has a negative impact on starting these

activities. The documents are sometimes reviewed too long. In order to mitigate the impact of this factor on business, the executive body should consider documents for issuing permits in the shortest possible period of time (Annex 10).

In 2017, a number of normative and legal acts were adopted, which reduced the list of licensing documents necessary for doing business. The District Executive Committee regularly organizes meetings and seminars with representatives of the private sector explaining the application of legislation regulating business activities. All interested departments are invited to participate in the meetings with the business community of the district.

Clarification of the existing legislation as well as the information about state support is published in the media and on the official website of the Executive Committee.

There is a gradual transition to electronic work flow. Currently, electronic documents are accepted for state registration of legal entities and individual entrepreneurs, and for the inclusion of information in the Register of Personal Services and the Commercial Register. The lack of a single informational portal for the private sector also has a negative impact on its development. One needs to visit the relevant departments or their websites to find information of interest. The information is often posted haphazardly on the Internet. In order to mitigate the impact of this factor, it is planned to create a section on the official website of the District Executive Committee which will contain relevant information for businessmen and investors.

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

The education system of the district includes 24 establishments of preschool and general secondary education. There are 21 sports facilities in the district: 1 stadium, 18 sports halls, 1 plate structure, and 1 non-standard pool. There are no specialized secondary and higher educational institutions which could train skilled personnel for the enterprises of the district.

There is a shortage of qualified personnel practically in all fields of the economy. This has the greatest impact on the agrarian sector. According to the Labor Office, there are always vacancies in such specialties as veterinary medicine, zootechny, jurisprudence and technical support of agricultural work. In healthcare, there is a shortage of physicians, ophthalmologists, doctors of ultrasonic diagnostics and psychiatrists specializing in narcology (Annex 11).

At present, there is a possibility of retraining the unemployed for blue-collar jobs with subsequent employment at private enterprises. However, the Labor Office has virtually no interaction with private enterprises on the employment of citizens. The limiting factor in retraining is the shortage of students, which means that courses in the required specialties are not conducted, and the completion of the course is not always a guarantee of the graduate's interest in the job corresponding to the qualification obtained.

In the next 3 years, veterinarians, agronomists, engineers for the technical support of agricultural production will be in demand in agriculture. Blue-collar jobs will be in great demand in industry, while catering technicians, cooks, and service personnel – in trade and services. Demand for labor resources is planned to be met by attracting young professionals, redistributing released workers into promising sectors of the economy and bridging the gap between vocational education and the labor market requirements (Annex 12).

In order to ensure employment and avoid social tension, the creation of new jobs as the result of launching new production facilities and enterprises is welcomed and promoted.

One of the problematic aspects of the staffing of enterprises and organizations of the district is the outflow of labor resources (including young specialists who have worked the required period) to more economically developed cities. A negative factor is the absence of specialized educational institutions in the district as sending for retraining to other cities entails high expenditures. With the purpose of attracting labor resources and securing young specialists in rural areas, it is necessary to provide in-service training, favorable working conditions and decent remuneration. The additional incentives could be the provision of housing and concessional lending.

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

During the development of the LEDP, public opinion was taken into account, i.e. how the residents perceive their area.

The residents of the district associate the area with the cultivation and processing of flax, rich historical past and interesting natural sites, such as the biological reserve "Strumensky". A positive trend is the willingness of local population to participate in the events dedicated to the preservation of national holidays, traditions, arts and crafts.

According to the data of the report on results of the national study carried out within the EU project "Support to Local Development in the Republic of Belarus" (2016), the population of the district does not have high entrepreneurial initiative. In many respects, this trend is explained by insufficient information and educational opportunities, as well as limited access to concessional financing and subsidies for starting own business (Annex 13).

With the aim of promoting the district, the Executive Committee participates in the investment and tourism activities. The most relevant economically sound projects and business ideas are being presented to potential investors during the investment events (forums, exhibitions and fairs). The festival of flax and other events with the participation of creative teams from other regions of the Republic and neighboring countries contribute to the increase of tourism attractiveness of the district.

However, the steps taken do not bring the desired result since the experience in attracting investors and working out relevant investment projects is still insufficient. Tourism is poorly developed due to scarce information on recreational resources available in the district.

### **3. SWOT analysis**

#### **Strengths:**

- ✓ highest level of soil fertility in comparison with other districts of Gomel Oblast;
- ✓ successful experience in agricultural activities;
- ✓ the only district in the Oblast specializing in flax cultivation and processing;
- ✓ availability of free land plots and free production facilities with the full infrastructure;
- ✓ rich historical heritage of Korma, in particular as a Jewish settlement;
- ✓ interesting natural sites, such as the biological reserve "Strumensky".

#### **Weaknesses:**

- ✓ impact of the consequences of the Chernobyl disaster – part of the land cannot be used in agriculture;
- ✓ non-diversification of agriculture and the predominance of traditional activities carried out by large agricultural enterprises;
- ✓ growth of the demographic burden, for example due to the aging of the population; negative labor migration;
- ✓ lack of knowledge, professional skills and motivation of the population to start own business;
- ✓ critical condition of the sites of historical and cultural heritage;
- ✓ remoteness of the district.

#### **Opportunities:**

- ✓ extending preferences of the free economic zone "Gomel-Raton" to the district area;
- ✓ tax concessions for entities operating in rural areas;
- ✓ high demand in the market for linen products (cotton wool, thermal insulation blocks, and cotton flax fiber);
- ✓ demand for selected agricultural products, such as raspberries, blueberries, apples, and pears, and growing interest in agroecotourism;
- ✓ interest of the embassies of a number of countries in restoring the historical memory of their states connected with the history of Korma district (Poland and Israel);
- ✓ visa-free entry.

#### **Threats:**

- ✓ limited access to public financial support due to a long list of necessary documentation and conditions that must be observed when providing it;
- ✓ competition with other districts for resources and in tourism, in particular for participation in the tourist route "Golden Ring of Gomel Oblast";
- ✓ high dependence of the flax yield on climatic conditions.

#### **4. Vision and Objectives**

Korma district is a territory of successful development of small business and decent employment of the population; the land attractive for tourists due to its flax traditions and Jewish history.

##### **Strategic objectives:**

1. Support for small businesses and strengthening the investment attractiveness of the district;
2. Promoting private agricultural production;
3. Strengthening the capacity of tourism and services.

#### **5. Action Plan**

The district sets the long-term strategic objectives from the point of view of its history, experience, challenges, needs and opportunities for the local economic development. The activities of the Plan are going to be implemented in 2019-2020 (Table 1).

##### **1. Support for small businesses and strengthening the investment attractiveness of the district**

- 1.1. Organization of cooperation with the Rogachev Center of support of Entrepreneurship to identify and develop a set of business ideas for local entrepreneurship, and support of startups;
- 1.2. Organization of a series of trainings for entrepreneurs on starting and doing business;
- 1.3. Development, printing and distribution of an investment atlas; participation in investment forums for the promotion of the district;
- 1.4. Creation of a section for information materials on business development on the official website of the District Executive Committee.

##### **2. Promotion of the development and diversification of private agricultural production**

- 2.1. Elaboration of a concept for the development of private agricultural production;
- 2.2. Conduction of a training on new and promising types of agricultural and craftsmanship activities for small manufacturers (with the involvement of experts);
- 2.3. Creation of a business school for youth aimed at promoting rural entrepreneurship among young people, and relevant competencies for starting their own business in agriculture;
- 2.4. Creation of inclusive agricultural production (for secondary employment of children from disadvantaged families and young people with disabilities).

##### **3. Strengthening the capacity of tourism and services**

- 3.1. Holding the festival "L'nyanaya karusel" and its promotion as a potential brand of the district;
- 3.2. Repair and restoration of the tourist sites of Jewish history for nostalgic tourism (in cooperation with the local or regional museum);
- 3.3. Development of a tourist product "Tours to Jewish places of Korma district";
- 3.4. Landscaping and infrastructure creation to increase the attractiveness of the territory for tourists and residents;
- 3.5. Promotion of public catering and service facilities.

#### **6. Financing Scheme**

The total amount of financial resources required for the implementation of the Plan is 190089 BYN (80700 euro). The private business and local budget are the main sources of financing for the LEDP. The budget deficit is planned at 69,717 BYN (29,600 euro) and is considered as an incentive for seeking additional funding to implement the planned activities. The financing scheme is presented in Table 2.

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

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

– financial risks – reduction of budgetary financing, and refusal of the private businesses to participate in the LEDP financing. In order to mitigate the risk, the donors for the development of the Jewish theme in tourism and the search for native Jews should be found.

– environmental risks – changing weather conditions (abrupt temperature drops, drought, and heavy precipitation), which have a great influence on the cultivation of crops. In order to mitigate the risk, studying and changing the technological terms of growing crops in view of the climate in the district is required;

– demographic risks – the outflow of the economically active population. Employment of labor from other territories and creation of additional incentives, such as, for example, provision of housing, and concessional lending is required;

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

– tax risks – unforeseen financial losses connected with the introduction of new types of taxes, increase in tax rates, and changes in the procedure and due dates for payment taxes. The District Executive Committee will look for ways to overcome risks during the implementation of the LEDP. The LEDP implementation will be monitored every six months in accordance with the indicators and periodicity provided in Table 3.

**Table 1. Action Plan**

<b>Building Blocks</b>	<b>Key Objectives</b>	<b>Actions / project ideas</b>	<b>Duration (start / end)</b>	<b>Participating Partners</b>	<b>Estimated costs, National currency (equivalent in euro)</b>	<b>Monitoring indicators / Indicators of an output and their target values</b>	<b>The results, indicators and their target values</b>
1. Local Cooperation and Networking 2. Land and Infrastructure 3. Business-friendly, Transparent and Corruption-Free Administration 4. Regulatory and Institutional Framework	1. Support for small businesses and strengthening the investment attractiveness of the district	1.1. Organization of cooperation with the Rogachev Center of support of Entrepreneurship to identify and develop a set of business ideas for local entrepreneurship, and support of startups	01.06.2019-31.12.2019	The Executive Committee, the Council for Entrepreneurship Development, the Center of support of Entrepreneurship	2826 BYN (1200 euro)	- at least 5 relevant business ideas have been developed; - at least 30 copies of the set of business ideas have been printed out	<b>The result:</b> The infrastructure to support and stimulate entrepreneurial activity has been developed.  <b>Monitoring indicators of the result and their target values:</b> - at least 4 positive feedbacks received; - 2 actors have taken advantage of business ideas and started their own business.
		1.2 Organization of a series of trainings for entrepreneurs on starting and doing business	08.06.2019 – 01.12.2019	The Executive Committee, business, the Center of support of Entrepreneurship, media	3533 BYN (5000 euro)	- 15 trainings at least each hosting 10 participants at least. - at least 3 news items published in the media;	<b>The result:</b> Conditions to support and stimulate entrepreneurial activity of the population have been created. <b>Monitoring indicators of the result and their target values:</b> - at least 5 positive feedbacks (questionnaire); - 2 new enterprises at least; - 5 new jobs have been created at least.
		1.3. Development, printing and distribution of an investment atlas; participation in investment forums for the promotion of the district	01.01.2019-01.06.2019	The Executive Committee, business	2355 BYN (1000 euro)	- at least 30 copies of the atlas have been printed out; - at least 3 land plots have been included; - at least 2 websites where the atlas is posted; - at least 1 forum visited annually.	<b>The result:</b> The awareness of the potential investors about the opportunities of the district has been raised. <b>Monitoring indicators of the result and their target values:</b> - at least 2 requests of the investors; - at least 3 views monthly; - at least 1 agreement of intent has been signed.
		1.4. Creation of a section for information materials on business development on	01.08.2019 – 01.08.2020	The Executive Committee, the Council for Entrepreneurship Development, business	2355 BYN (1000 euro)	- at least 10 business entities have received the newsletter.	<b>The result:</b> A platform for information support of business development and exchange of experience between startupper and acting entrepreneurs has been created.

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated costs, National currency (equivalent in euro)	Monitoring indicators / Indicators of an output and their target values	The results, indicators and their target values
		the official website of the District Executive Committee					<b>Monitoring indicators of the result and their target values:</b> - at least 10 positive feedbacks; - at least 20 views monthly;
1. Land and Infrastructure 2. Skills and Human Capital, Inclusiveness; 3. Local Cooperation and Networking.	2. Promotion of the development and diversification of private agricultural production	2.1. Elaboration of a concept for the development of private agricultural production	01.03.2019-01.03.2020	The Executive Committee, business, media, experts	7066 BYN (3000 euro)	- at least 8 people have been involved in the development; - at least 2 information resources, where the concept has been posted; - at least 3 news items published in the media in six months;	<b>The result:</b> The basis for cooperation between local farmers has been created. <b>Monitoring indicators of the result and their target values:</b> - at least 3 newly created farms; - at least 2 business entities applying for allocation of additional land; - at least 2 new jobs have been created; - the revenue growth from the sales of agricultural products of the private sector has amounted to 3%.
		2.2. Conduction of a training on new and promising types of agricultural and craftsmanship activities for small manufacturers (with the involvement of experts);	01.11.2019-01.02.2020	The Executive Committee, the Center of support of Entrepreneurship, business	2355 BYN (1000 euro)	- at least 8 local participants; - at least 2 external experts.	<b>The result:</b> The awareness of the local farmers about the possibilities to diversify the types of products has been raised. <b>Monitoring indicators of the result and their target values:</b> - at least 5 positive feedbacks (questionnaire); - at least 2 requests for allocation of land resources to diversify the types of agricultural products; - at least 3 new types of agricultural products produced by local farmers.
		2.3. Creation of a business school for youth aimed at promoting rural entrepreneurship among young people, and relevant competencies for starting their own business in agriculture;	01.09.2019-01.09.2020	The Executive Committee, experts, business, citizens, educational institutions	11,776 BYN (5000 euro)	- at least 15 students have taken part in the development of the business school; - at least 2 trainings (seminars) on financial literacy for students have been held.	<b>The result:</b> A resource center for the development of rural entrepreneurship has been established. The practical experience in the entrepreneurship and management has been obtained by the students. <b>Monitoring indicators of the result and their target values:</b> - at least 8 positive feedbacks; - at least 2 areas of rural business have been covered.

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated costs, National currency (equivalent in euro)	Monitoring indicators / Indicators of an output and their target values	The results, indicators and their target values
		2.4. Creation of inclusive agricultural production (for secondary employment of children from disadvantaged families and young people with disabilities)	01.09.2018-01.06.2019	The Executive Committee, business, population, educational institutions	25,908 BYN (11,000 euro)	- at least 4 participants; - at least 2 reconstructed greenhouses; - at least 3 new types of cultivated agricultural products.	<b>The result:</b> An inclusive production based on the existing infrastructure has been created as a social entrepreneurship facility. <b>Monitoring indicators of the result and their target values:</b> - the revenue has amounted to at least 700 BYN (300 euro); - 4 new jobs for target groups have been created
1. External positioning and marketing 2. Land and Infrastructure 3. Business-friendly, Transparent and Corruption-Free Administration 4. Local Cooperation and Networking	3. Strengthening the capacity of tourism and services	3.1. Holding the festival "L'nyanaya karusel" and its promotion as a potential brand of the district	01.01.2019-31.12.2020	The Executive Committee, the Council of Deputies, business, cultural institutions, craftsmen	23,553 BYN (10,000 euro)	- at least 15 festivals have been held each hosting 10 participants at least. - at least 5 foreign delegations.	<b>The result:</b> The conditions have been created for the promotion of a positive tourist image of the district. <b>Monitoring indicators of the result and their target values:</b> - the increase of tourist flow amounted to 2% annually at least; - at least 5 articles published in the media about the event.
		3.2. Repair and restoration of the tourist sites of Jewish history for nostalgic tourism	01.01.2019-31.12.2020	The Executive Committee, the Council of Deputies, residents, the museum	11,776 BYN (5000 euro)	- at least 1 facility equipped; - at least 5 new participants involved.	<b>The result:</b> The tourist attraction of the district for Jews who left for some reason has increased. <b>Monitoring indicators of the result and their target values:</b> - the increase of tourist flow amounted to 2% annually at least; - at least 10 positive feedbacks;
		3.3 Development of a tourist product "Tours to Jewish places of Korma district"	01.01.2019-31.12.2019	The Executive Committee, the museum	2355 BYN (1000 euro)	- at least 7 sites have been included in the route; - at least 100 copies of an advertising booklet have been printed and distributed; - at least 5 media resources have published the information about the tourist product.	<b>The result:</b> The tourist attraction of the district for the descendants of Jews who lived there has been increased. <b>Monitoring indicators of the result and their target values:</b> - the increase of tourist flow amounted to 2% annually at least; - at least 15 positive feedbacks;
		3.4. Landscaping	01.01.2019-	The Executive	35,329 BYN	- at least 2 landscaped	<b>The result:</b>

Building Blocks	Key Objectives	Actions / project ideas	Duration (start / end)	Participating Partners	Estimated costs, National currency (equivalent in euro)	Monitoring indicators / Indicators of an output and their target values	The results, indicators and their target values
		and infrastructure creation to increase the attractiveness of the territory for tourists and residents	31.12.2020	Committee, business, residents, NGOs	(15,000 euro)	facilities per year; - at least 3 events per year.	The attractiveness of the district for tourists has been increased, and the infrastructure for recreation of local residents has been improved <b>Monitoring indicators of the result and their target values:</b> - the increase of tourist flow amounted to 2% annually at least; - the number of positive feedbacks (questionnaire).
		3.5. Promotion of public catering and service facilities	01.01.2019-31.12.2020	The Executive Committee, business	58,882 BYN (25,000 euro)	- at least 1 public catering facility has been open; - at least 25 seats.	<b>The result:</b> The conditions for the development of tourism infrastructure have been created <b>Monitoring indicators of the result and their target values:</b> - the growth rate of the catering turnover is 102% at least; - 2 new jobs have been created at least.

**Table 2. Financing Scheme**

Actions	Estimated costs	Source of funding, euro						Funding gaps	Remarks
		National programs	Local budget	Upper level budgets	Business	Donors	Other (specify)		
1. Support for small businesses and strengthening the investment attractiveness of the district									
1.1. Organization of cooperation with the Rogachev Center of support of Entrepreneurship to identify and develop a set of business ideas for local entrepreneurship, and support of startups	1200		600		400		200		
1.2. Organization of a series of trainings for entrepreneurs on starting and doing business	1500		300		200			1000	
1.3. Development, printing and distribution of an investment atlas; participation in investment forums for the promotion of the district	1000	-	700	-	300	-	-	-	
1.4. Creation of a section for information materials on business development on the official website of the District Executive Committee	1000		1000						
2. Promotion of the development and diversification of private agricultural production									
2.1. Elaboration of a concept for the development of private agricultural production	3000		700		300			2000	
2.2. Conduction of a training on new types of agricultural and craftsmanship activities for small manufacturers (with the involvement of experts);	1000		200		200			600	
2.3. Creation of a business school for youth aimed at promoting rural entrepreneurship among young people, and relevant competencies for starting their own business in agriculture;	5000		500		1000			3500	
2.4 Creation of inclusive agricultural production (for secondary employment of children from disadvantaged families and young people with disabilities).	11,000		2000		1000			8000	
3. Strengthening the capacity of tourism and services									
3.1. Holding the festival "L'nyanaya karusel" and its promotion as a potential brand of the district	10,000	-	2000		5000	-		3000	
3.2. Repair and restoration of the tourist sites of Jewish history for nostalgic tourism	5000	-	1000		1500	-		2500	
3.3. Development of a tourist product "Tours to Jewish places of Korma district"	1000	-	1000	-		-	-	-	
3.4 Landscaping and infrastructure creation to increase the attractiveness of the territory for tourists and residents	15,000	-	2670	-	2340	9990	-	-	
3.5. Promotion of public catering and service facilities	25,000		1000		15,000			9000	
<b>Total</b>	<b>80,700</b>		<b>13,670</b>		<b>27,240</b>	<b>9990</b>	<b>200</b>	<b>29,600</b>	

**Table 3. Monitoring plan in the context of the 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>
1.1. Organization of cooperation with the Rogachev Center of support of Entrepreneurship to identify and develop a set of business ideas for local entrepreneurship, and support of startups	01.06.2019-31.12.2019	A working meeting of the specialists of the District Executive Committee and the Center of support of Entrepreneurship has been organized to discuss cooperation issues. The specialists have jointly analyzed the market situation in the district and identified priority areas for starting business. The set of at least 5 business ideas has been developed. <b>Completed 31.12.2019</b>	30 copies of the set of business ideas has been printed out and distributed to businessmen. An electronic version of the set of business ideas has been sent to 10 local entrepreneurs and posted on the official website of the District Executive Committee. The questionnaire has been distributed to the businessmen, who had received the information on business ideas. At least 4 positive feedbacks received.	At least 1 entrepreneur has capitalized on business ideas. The set of business ideas has been updated and one new idea has been added.	At least 1 entrepreneur has capitalized on business ideas. The set of business ideas has been updated and one new idea has been added.
1.2. Organization of a series of trainings for entrepreneurs on starting and doing business	08.06.2019-01.12.2019	A survey was conducted among the startupperes on the availability of issues requiring complex solutions. At least 3 seminars involving at least 10 entrepreneurs have been organized and conducted. The information on the seminars has been published in the media (at least 3 news items) and posted on the official website of the District Executive Committee. <b>Completed 01.12.2019</b>	At least 2 private enterprises have been established. The questionnaire has been given to the businessmen, who had received the information on business ideas. If there are more than 5 positive feedbacks of the seminars, their further conduction will be considered.	At least 3 new jobs have been created at 2 established enterprises.	At least 2 new jobs have been created at 2 established enterprises.
1.3. Development, printing and distribution of an investment atlas; participation in investment forums for the promotion of the district	01.01.2019-01.06.2019	The information on the unused real estate, land plots, current investment proposals and business ideas that can be implemented on the proposed sites, has been collected. The information has been systematized and included in the atlas. The atlas has been produced in soft (at least 2 electronic resources) and hard copy (100 copies). <b>Completed 01.06.2019</b>	The investment proposals have been presented at the economic forum. At least 18 views of the atlas (website statistics). As required, changes are made to the atlas to exclude or include sites and land plots.	As required, changes are made to the atlas to exclude or include additional sites and land plots. At least 2 investors have applied to the District Executive Committee with intention to develop business. At least 18 views of the atlas (website statistics).	The investment proposals have been presented at the economic forum. 1 agreement of intent has been signed. As required, changes are made to the atlas to exclude or include sites and land plots.

<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 a section for information materials on business development on the official website of the District Executive Committee	01.08.2019-01.08.2020	A survey among the entrepreneurs regarding the information provision has been conducted. A section of the information for entrepreneurs, including the option for feedback and exchange of opinions among users has been created on the official website of the Executive Committee. The Departments of the District Executive Committee, financial institutions and control bodies of the district post actual information there.	10 businesses have signed up for a newsletter. Information is regularly updated. When new information is posted, e-mail notifications to the subscribers are sent. At least 120 views (website statistics). <b>Completed 01.08.2020</b>	The questionnaire has been distributed to the businessmen and at least 10 positive feedbacks have been received. When new information is posted, e-mail notifications to the subscribers are sent. At least 120 views (website statistics).	When new information is posted, e-mail notifications to the subscribers are sent. At least 120 views (website statistics).
<b>Cumulative % of the total budget per each objective</b>		<b>52.2</b>	<b>100</b>	<b>100</b>	<b>100</b>
2.1. Elaboration of a concept for the development of private agricultural production on the basis of identifying the most promising activities	01.03.2019-01.03.2020	A working group of at least 8 experts has been created. The study and analysis of the agricultural production has been started.	As a result of the analysis, 3 perspective areas of development of private agricultural production have been identified, and a concept for their further development has been formulated. <b>Completed 01.03.2020</b>	The information on the elaborated concept has been published in the media (at least 3 publications) and posted on 2 official information resources. The concept has been sent to rural councils for informing the citizens living in the respective territories.	At least 3 residents have applied to the District Executive Committee with respect to creating farms and at least 2 entities have applied for allocation of additional land. The revenue growth from the sales of agricultural products have amounted to 3%.
2.2. Conduction of a training on new and promising types of agricultural and craftsmanship activities for small manufacturers (with the involvement of experts)	01.11.2019-01.02.2020	The need of local farmers in practical information has been studied. The experts ready to share their experience have been attracted. Training has been held with the participation of at least 2 experts and 8 local farmers. <b>Completed 01.02.2020</b>	The questionnaire has been distributed to the participants of the meeting. If there are more than 5 positive feedbacks of the training, the further conduction of such training will be considered.	At least 2 entities have applied to the District Executive Committee for the allocation of additional land.	The production of at least 3 new types of agricultural products has been developed.

<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>
2.3. Creation of a business school for youth aimed at promoting rural entrepreneurship among young people, and relevant competencies for starting their own business in agriculture	01.09.2019-01.09.2020	An educational institution has been determined for establishing the business school. At least 15 students have applied.	At least 2 seminars on financial literacy and standards of agricultural production have been organized and conducted for the business school students. <b>Completed 01.09.2020</b>	The students have received the necessary practical experience in rural entrepreneurship and management. The questionnaire has been distributed to the students of the business school; at least 8 positive feedbacks have been received.	At least 2 types of agricultural products have been produced. The products are being sold.
2.4. Creation of inclusive agricultural production (for secondary employment of children from disadvantaged families and young people with disabilities)	01.09.2018-01.06.2019	2 greenhouses have been reconstructed. At least 4 people from vulnerable segments of the population have been involved in production.	At least 3 types of vegetable plants and decorative crops have been cultivated. The products are sold to the trading network and the housing and communal enterprise for the street maintenance. The revenue in the amount of at least 300 BYN has been received. <b>Completed 01.06.2019</b>	At least 1 new product has been grown. The revenue in the amount of at least 300 BYN has been received.	The cultivation of crop production in heated greenhouses continues. The revenue in the amount of at least 300 BYN has been received.
<b>Cumulative % of the total budget per each objective</b>		<b>20.4</b>	<b>52.2</b>	<b>79.8</b>	<b>100</b>
3.1. Holding the festival "L'nyanaya karusel" and its promotion as a potential brand of the district	01.01.2019-31.12.2020	The following organizational arrangements are being carried out: the invitation of foreign and local participants, development of events and scenario of the festival and other preparatory arrangements.	The third festival has been held. The festival has been visited by 3 foreign delegations of 50 participants each. The increase of tourist flow has amounted to 2.0%.	The following organizational arrangements are being carried out: the invitation of foreign and local participants, development of events and scenario of the festival and other preparatory arrangements.	The fourth festival has been held. The festival has been visited by 3 foreign delegations of at least 100 participants. The increase of tourist flow has amounted to 2.0%. <b>Completed 31.12.2020</b>
3.2. Repair and restoration of the tourist sites of Jewish history for nostalgic tourism	01.01.2019-31.12.2020	A working meeting of the stakeholders interested in the restoration of the history of the Jewish people has been held. The priority historical sites for restoration have been determined.	The attention of the Jewish former residents has been attracted through the media, social networks, and Internet.	The restoration of 1 of the perspective historical sites with the involvement of at least 3 Israeli citizens has started.	The site has been restored. The tourist attractiveness of the district has been increased. The increase of tourist flow has amounted to 2% at least; A survey has been conducted; at least 10 positive feedbacks have been received. <b>Completed 31.12.2020</b>
3.3 Development of a	01.01.2019-	A meeting has been held with the	The tourist attraction of the	The newly discovered sites are	The newly discovered sites are

<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>
tourist product "Tours to Jewish places of Korma district"	31.12.2019	stakeholders interested in the definition of the sites (at least 7), which will be included in the tourist route. A promotional booklet designed; at least 100 copies of the promotional booklet have been printed out. The information about the tourist product has been posted on at least 5 websites.	district has been increased. The increase of tourist flow has amounted to 2%. <b>Completed 31.12.2019</b>	gradually included in the tourist route. A survey has been conducted; at least 15 positive feedbacks of the created tourist product have been received.	gradually included in the tourist route. The increase of tourist flow has amounted to 2%.
3.4. Landscaping and infrastructure creation to increase the attractiveness of the territory for tourists and residents	01.01.2019-31.12.2020	A popular site in need of restoration is being selected. The concept of the restoration is being developed and the funds are being sought.	The site has been restored; 3 events have been organized and held. A survey has been conducted; at least 10 positive feedbacks have been received.	A popular site in need of restoration is being selected. The concept of the restoration is being developed and the funds are being sought.	The site has been restored; 3 events have been organized and held. The increase of tourist flow has amounted to 2% at least. <b>Completed 31.12.2020</b>
3.5. Promotion of public catering and service facilities	01.01.2019-31.12.2020	A land plot has been allocated for the public catering facility.	Development of design estimates is in progress. Construction works have started.	The construction has been completed; the facility has been commissioned.	A cafe with 25 seats has been open; at least 2 new jobs have been created. The increase in the turnover of public catering has amounted to 2%. The quality of services provided to the population has increased. <b>Completed 31.12.2020</b>
<b>Cumulative % of the total budget per each objective</b>		<b>7.9</b>	<b>45.5</b>	<b>77.0</b>	<b>100</b>
<b>Cumulative % of the total budget per each objective</b>		<b>16.3</b>	<b>50.3</b>	<b>79</b>	<b>100</b>