



Suomen Kylät
Finlands Byar



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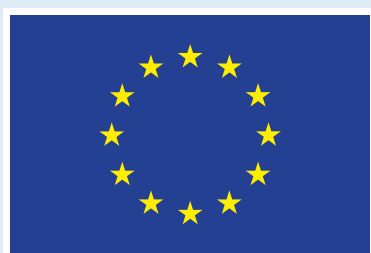


EUROPEAN RURAL PARLIAMENT - ROAD PROJECT

THEME REPORT

Best Practice in Community Led Local Development
using European Regional Development Fund
and European Social Fund

Brussels, 2019



EUROPEAN UNION
European Regional Development Fund



EUROPEAN UNION
European Social Fund



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The European
Agricultural Fund for Rural
Development: Europe
investing in rural areas



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European Social Fund

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From LEADER to multi-funded CLLD¹

Since its start in 1991, LEADER/CLLD has expanded with each programme period. From just 217 LAGs in 1991-93, the number grew to over 800 in 1994-99. Since 2000, LEADER is implemented as part of a monofunded rural (or maritime) programme and in the 2007-13 programme period, not least to the EU enlargement, the number increased to 2,200. In the current 2014-20 period, there are over 3,300 LAGs, with possible discrepancies between sources due to still ongoing processes of approval and withdrawal of LAGs.

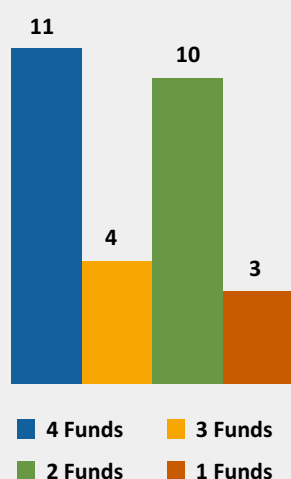
Growing number of LAGs over time

Stage	Duration	Funds	Number of LAGs
LEADER1	1991-93	EAGGF, ESF, ERDF	217
LEADER2	1994-99	EAGGF, ESF, ERDF	821
LEADER+	2000-06	EAGGF	893 in EU15 (+250 LEADER+ type measures in 2004-06 in 6MS)
LEADER axis	2007-13	EAFRD, EMFF	2,200 in EU27
CLLD	2014-20	EAFRD, EMFF, ERDF, ESF	≈ 3,312 in EU28

Source: EPRC 2014, from European LEADER Association for Rural Development, and updated by own research in June 2019

To understand the implementation of the CLLD instrument, and in particular the possibilities it offers for a multi-Fund approach, it is worth starting from the Member States' declaration of intents at the beginning of the current programme period. Based on the Partnership Agreements, Figure shows how Member States have been planning the use of different ESI Funds for CLLD.

Member State intentions of using ESI Funds for CLLD



Category	Member State
EAFRD, ERDF, ESF, EMFF	BG, DE, ES, FR, GR, IT, PL, PT, RO, SE, UK
EAFRD, ERDF, ESF	CZ, HU
EAFRD, ERDF, EMFF	SI
EAFRD, ESF, EMFF	LT
EAFRD, EMFF	CY, DK, EE, FI, IE, LV
EAFRD, ERDF	AT, NL, SK
EAFRD	BE, LU, MT

Sources: DG AGRI, Partnership Agreements

¹ Implementing CLLD in the EU: Experiences so far, Loris Servillo and Stefan Kah, 2019

1. BACKGROUND

This Survey was conducted by ELARD, within the theme “**LEADER/CLLD for citizens and for the European Union**” as part of the ROAD project within the European Rural Parliament (ERP). Marion Eckardt worked out the format of the survey and collected information from LEADER and rural development networks across Europe.

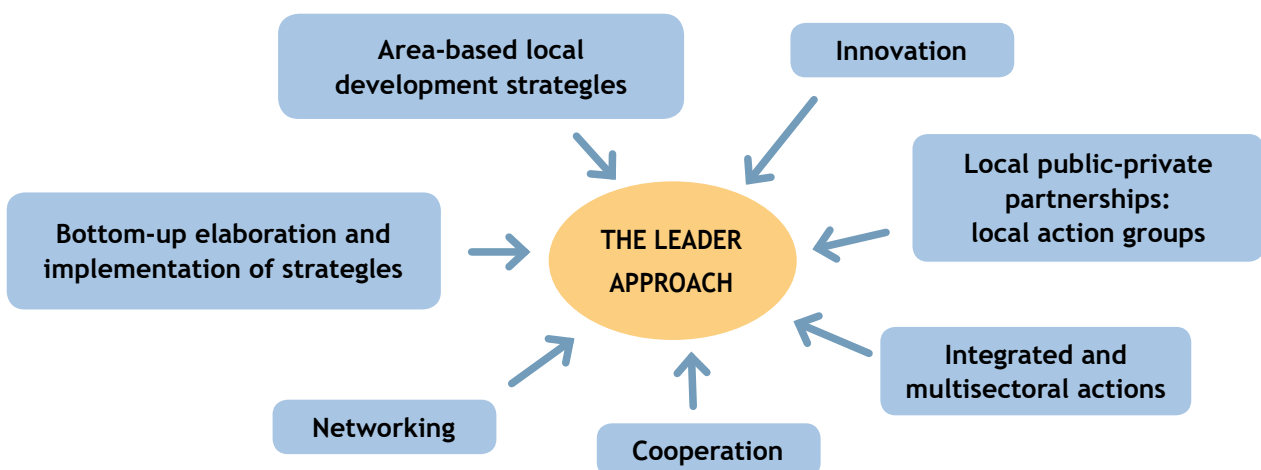
The purpose of the **theme** is:

- To identify case studies in the Member States in order to demonstrate the added value of the use of ESF and ERDF via the LEADER approach;
- To identify case studies and implementation models in the Member States to show the contribution of LEADER/CLLD to good governance, social innovation, smart villages, capacity building, innovation practice, etc. on a local level;
- To identify and promote good practice related to the use of Simplified Cost Option models in the Member States;
- To conclude and declare suggestions on how LEADER/CLLD can strengthen the connection between the European Union and its citizens at local level via integrated local development and the well managed use of different ESI Funds.

LEADER and Community Led Local Development

WHAT IS LEADER?

LEADER is a European programme with the aim of engaging local actors in rural areas in the development of their own regions by forming Local Actions Groups (LAGs) and designing and implementing strategies. The LEADER programme has been in place for almost 30 years. To date, more than 3,000 LAGs have been established, covering over 50% of the rural population in the EU. Besides cooperation, LEADER is characterised by 6 other key features, shown on the chart.



WHAT IS COMMUNITY-LED LOCAL DEVELOPMENT (CLLD)?

While the LEADER programme is financed by the European Agricultural Fund, the 7 key features of LEADER have been extended in this programming period (2014-2020) under the broader term “Community-Led Local Development” (CLLD) to other EU Funds.

WHAT IS THE DIFFERENCE BETWEEN CLLD AND THE LEADER APPROACH?

The main difference concerns the more tightly integrated approach and the diversified financing model. Until recently, the allocation of LEADER programme resources for project support in rural areas only functioned with the support of European Agricultural Fund resources. Now, however, Local Action Groups in rural areas also have access to funds from the European Regional Development, Social and Fisheries Funds.

WHAT ARE THE AIMS OF CLLD?

As a result, the deployment of a number of funds in rural areas will create better opportunities to ensure coherence in development activities and help avoid the hurdles that resulted from the earlier limitations, which saw some areas and needs failing to get attention or funds. Thanks to the more diverse funding mechanism, the LEADER Local Action Groups can now deal with more complex rural development challenges than before - such as cooperation between the rural, fisheries and urban areas, social cohesion and essential services for rural residents, services for the disabled and ICT. Starting with the present programming period (2014-2020), the use of CLLD multi-funds has been extended to the urban dimension.

CLLD IS BASED ON THREE INTERCONNECTED ELEMENTS:

- Local Action Groups (representatives of public and private local socio-economic interests)
- integrated local development strategies
- well-defined territories

All three are subject to specific requirements laid out in the CPR.

For example, the targeted territory shall have a population of 10,000 to 15,000 inhabitants and the strategies shall include, inter alia, the objectives pursued, an analysis of the needs and potential of the area, and action and financial plans.

The CPR also provides that CLLD shall be innovative in the local context and involve networking and cooperation. The European Member States specify in their Partnership Agreement how they intend to support CLLD and indicate in which types of areas CLLD may be used. While CLLD is optional for the ERDF, the ESF and the EMFF, it is compulsory for the EAFRD.

Unfortunately, the take up on territorial instruments in general, and CLLD specifically, has been rather low. It is plausible that this is due to a lack of knowledge, especially for Managing Authorities on national and regional levels that are able to make the framework for this kind of instrument.

Territorial instruments such as CLLD or ITI are well-proven measures to get “Europe closer to citizens”. The achievements of LEADER/CLLD have shown that Local Action Groups (LAGs) are able to defend European values, if recognised as local drivers for change and development on local, regional and national levels. By actively involving all local stakeholders and citizens, it is able to respond to European needs using local means and, as a result, help boost the legitimacy of the EU. Moreover, LEADER/CLLD is also a powerful tool for implementing the United Nations (UN) 2030 Agenda on a local level.

Loris Servillo delivered a report entitled “CLLD under ERDF/ESF in the EU: A stock-taking of its implementation” in 2017. It is highly recommended reading as it gives an interesting and thorough compilation of some case studies of LAGs, financial articulation of LAGs and the territorial strategies of the LAGs. On page 35 of his report, Servillo states: “...most of the countries that have a longer experience with the LEADER programme showed a minor interest in implementing the multi-fund opportunity.” Thereafter, Servillo proceeds to analyse why this might be the case.

He concludes that there is a need for more learning between LAGs and MAs, and in particular to flag the good practices of the structures of LAGs. He also points out the need for simplification of procedures and the need to investigate the implementation of CLLD more thoroughly in Europe as well as its bottlenecks and innovations.

Methodology of the survey

This survey has been concentrating on finding good practices using CLLD in ESF and ERDF, in order to demonstrate the value added, as well as the contribution to good governance, social innovation, smart villages, capacity building, innovation practice, etc. on a local level. After the results of the survey have been compiled, there is a possibility to make suggestions as to how LEADER/CLLD can strengthen the connection between the European Union and citizens at a local level.

The survey was sent out to all of ELARD members on 29 May 2019, a reminder was sent on 17 July 2019 and personal contact was made with some MS from 28 August 2019 in order to receive more responses.

This survey aims to give a conclusive compilation of good practices on a project level, in order to make citizens and decision-makers across European Union and beyond aware of the potential of this powerful instrument.

Written responses have been received from Austria, Bulgaria, Croatia, Czech Republic, Hungary, Poland and Sweden. Many other countries have stated orally that “there are no good practices”, meaning that either the measures are too top-down so that there are no practices that they would like to share with the rest of the European LAGs, or simply that there is no real multi-funding in the country. Only one other country has stated its will to provide some feedback but then repeatedly ran into technical difficulties.

2. USING ERDF IN CLLD

Five member states shared 23 good practice projects using the European Regional Development Fund (ERDF).

Main findings of ERDF

In the shared good practice projects funded by ERDF:

- The main theme in the projects is business development, which is either measured through newly started businesses or increased turnover, as well as
- Business development, which is mainly achieved through
 - Building cooperation networks - which is the case in almost all ERDF project best practices. This is also stated as LEADER added value, which promotes good governance;
 - Capacity building such as in the projects “Analysis of the regional purchasing power and local supply”, “IZI Imst”, “TUFF Rural” and “Destination Söderåsen”;
 - Aiming mainly for good governance on a local level such as in the projects “The contact person for mobility issues” and “Sustainable building network”;
 - Integrating known innovation practice into own areas, as in the project “3D Flugmodul”.
- The cost of the projects is very small considering the benefits that are realised through the projects.
- The projects seem to be sustainable over time, since the local actors are the project owners who will manage the result. The local actors own and request the project.
- Other reoccurring themes are
 - Climate change; adapting to/mitigation (Solarpanel installations, Kaunergrat integration, Photovoltaics plant at the Grisse mann company, mobility contact person);
 - Sport, health and outdoor activities (Wipptal Alpine Sports Centre, Fjällbacka Activity Centre, Destination Söderåsen);
 - Creating urban-rural linkages (Falkenberg Food Days);
 - Local production and marketing; such as Saluhall and Falkenberg Food Days;
 - Infrastructure, as seen in many examples.

Good practice on CLLD working with ERDF (European Regional Development Fund):

AUSTRIA, Tyrol region

- IZI Imst
- Wipptal Alpine Sports Centre
- Analysis of the regional purchasing power and local supply
- Contact person for mobility issues
- KLAR! Kaunergrat coordination
- Photovoltaics plant at the Grissemann company
- 3D Flugmodul

BULGARIA

- Improving the competitiveness of Achinora Style Ltd.
- Increasing the production capacity of “Hleboproizvodstvo i sladkarsvo”

CZECH REPUBLIC

- Centre of Personal Hygiene
- Outdoor classroom
- Equipment for social enterprise - Garden and landscape services

POLAND

- Recreation and traffic in Kończewice village
- Solar installations
- Improving the competitiveness of Achinora Style Ltd.

SWEDEN

- TUFF rural
- Destination Söderåsen
- Falkenberg Food Days
- Fjällbacka Activity Centre
- Sustainable horse business in southeastern Scania
- Sustainable building network (feasibility study)
- Läget Landet - reoccurring conferences on the theme of rurality-urbanity
- Market Hall

Please find detail information about these practices from the [chapter 4 pages](#).

3. USING ESF IN CLLD

When it comes to projects funded by ESF, 16 good practices have been shared from Croatia, Czech Republic, Poland and Sweden.

Main findings on ESF

In the shared good practice projects funded by ESF:

- The main theme is integration into work of people that are not currently active in the labour market
- This is mainly achieved through
 - Providing the target group with an enlarged local network. This helps the target group to learn new skills and find potential employers. Networking is a specific LEADER feature. This networking takes place in all good-practice projects funded by ESF;
 - Capacity building - mostly for the target group, consisting of language training, on-the-job training and training of new skills;
 - Good governance, social innovation, smart villages, capacity building, innovation practice.
- Other reoccurring themes are improving people's health, and supporting the children of unemployed people
- There is a different, individual based logic than in the other funds. Also, the target groups are new. Therefore, one main conclusion is that in working with the ESF, there is a need for sufficient resources and funding in order for the LAG to get some kind of critical mass of initiatives and through this to really learn to work with the new themes. This is especially interesting when comparing the Polish urban LAG with the Swedish small initiatives.

Good practice on CLLD working with ESF (European Social Fund):

CROATIA, counties of Karlovac, Zagreb and Lika-Senj

- Employment through modern access to agricultural market

CZECH REPUBLIC

- We cooperate together
- One step ahead: how to prepare children for life after the orphanage, LAG Hradecký venkov

POLAND

- For the city of Torun - good practice of an urban LAG
 - Admission to freedom, i.e. a programme of social animation of people leaving penitentiary units
 - Still playing green - a social activation project for 30 people aged 65+
 - Hortitherapy - garden therapy for people with intellectual disabilities
- Young ambitious

SWEDEN

- Integrative paths to work (Leader Bohuskust)
- Albert - the project collaboration pram (Leader Mälardalen)
- Kosi - Competence, collaboration and inclusion into the countryside (Leader Nordvästra Skåne med Öresund)
- Flying start apprentice (Leader Närheten)
- Dog daycare (Leader Sjö, Skog och fjäll)
- Sports Association Comrades, Osby (Skånes Ess)
- From SFI to work - through education, matching and coaching (LEADER Sydöstra Skåne) (SFI is Swedish language training)
- 2All:in Leader (Västra Småland)
- Doula & cultural interpreters in the impact points of Halland (Lokalt Ledd Utveckling Halland)

Please find detail information about these practices from the [chapter 5 pages](#).



EUROPEAN UNION

European Regional Development Fund

4. GOOD PRACTICES ON CLLD WORKING WITH ERDF (EUROPEAN REGIONAL DEVELOPMENT FUND)

4.1 AUSTRIA

Project name: KLAR! Kaunergrat coordination

Total grant from LEADER/CLLD: €354,000 ERDF

Location: Tyrol - LAG Landeck RegioL, Austria



Project description - main goals, results, effects:

Six municipalities in the upper Inn valley are working together as a model region dealing with adaptation to climate change. This region is called KLAR! Kaunergrat and its work is led by one coordinator. These municipalities have already installed fountains for drinking water, fruit trees and tanks for saving rainwater. They have held school workshops dealing with the topic adaptation to climate change, installed an exhibition showing the effects of



climate change and they are planting trees which are able to adapt to rising temperatures and longer droughts. Additionally, the tourism board is integrating the topic into its daily work.

Importance of the LEADER approach:

In this project, the municipalities were the leading actors along with Kaunergrat Nature Park and the Kaunertal and Tyrol West tourism boards. These actors were keen on involving strong and broad local engagement which led to lasting results.

Link: <https://www.rm-tirol.at/regionen/landeck/projekte/einzel/project/klar-kaunergrat/>

Project name: Photovoltaics plant

at the Grisseemann company

Location: Tyrol - LAG Landeck RegioL, Austria



Project description - main goals, results, effects:

Among the core areas of LAG Landeck are renewable energy, energy efficiency and saving energy. The photovoltaics plant at the Grisseemann company is a showcase in the field of commercial and sustainable energy production. It has a size of 250 kWp, a yearly production rate of 253,015 kWh and the company uses 100 percent of the produced energy itself. The goals of the project are the production of electricity on a commercial level and sustainable use of energy. On a regional level, the project aims at leading other companies



into using renewable energy. This project gains additional value for the region, mainly in the fields of reducing CO2 output in the region. This was one of the first projects dealing with photovoltaics; subsequently, there have already been several other projects dealing with photovoltaics; therefore, regional companies have established a focus on installing photovoltaics.

Importance of the LEADER approach:

In this project, the Grissemann company was able to realise its very innovative idea in the field of renewable energy. LAG Landeck supported this company with its advice in the field of renewable energy and a LEADER grant.

Link: <https://www.dergrissemann.at/ueber-uns/nachhaltigkeit>

Project name: 3D Flugmodul

Total grant from LEADER/CLLD: €22,800 ERDF

Location: Tyrol - LAG Landeck RegioL, Austria



Project description - main goals, results, effects:

The General Solutions Steiner GmbH company located in Landeck is working in the field of digitalisation and software solutions, mainly in the field of tourism and crisis management. Touristic regions aim to provide local information for visitors. An overview of skiing slopes, hotels, hiking paths, restaurants and other infrastructure needs to be prepared in a fast, easy and personalized manner for visitors. General Solutions wanted to break new ground and visualise this information as a 3D flying module, which would

give visitors the possibility to go on simulated flights through a region in an individual way and depending on day- or night-time. Thereby, new target groups like mountain railways would be included, which leads to the increased competitiveness of the General Solutions company and of the tourism destinations.

Importance of the LEADER approach:

In this project, LAG Landeck was able to guide General Solutions Steiner GmbH in order to receive a grant through LEADER. LAG Landeck aimed at prioritising a highly innovative project in the field of digitalisation. Therefore, General Solutions Steiner GmbH was helped with advice and coaching.

Link: https://general-solutions.eu/php/3d_flugmodul,22207.html

Project name: Alpine Sports Centre Wipptal

Total grant from LEADER/CLLD: €200,000 LEADER

€ ERDF, total of: €804,047

Location: Tyrol - LAG Regionalmanagement

Wipptal, Austria



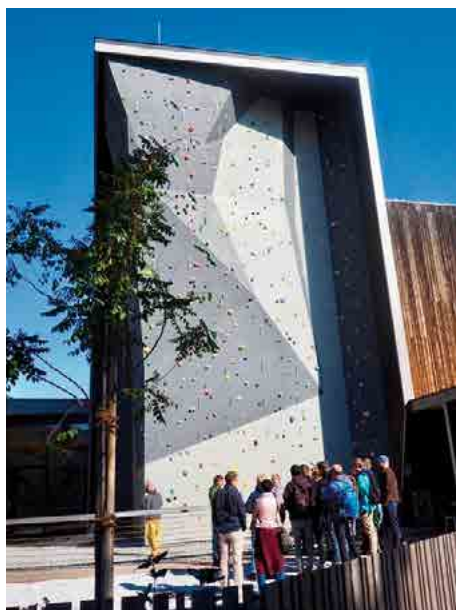
Project description - main goals, results, effects:

The basecamp with its integrated fitness centre, sauna area, bistro and redesigned alpine sports centre offers an up-to-date and diverse range of activities. Through extending and redesigning the climbing gym (indoor and outdoor) and the bouldering hall, a training centre for alpine sports has been created. The centralisation facilitates the access to mountain sports for all generations, creates added value to Wipptal, and new jobs. Through the realisation of this LEADER project, a professional offer of training (both indoor and outdoor) and lectures in alpine mountaineering is now possible.

Wipptal is one of the smallest tourist regions in Tyrol with around 300,000 annual overnight stays and it struggles due to its geographical location. With the alpine sports centre, an attractive offer for locals, day visitors from the nearby capital of Innsbruck and tourism has been created. This unique concept allows for an increased awareness of the region regarding mountaineering.

Importance of the LEADER approach:

The composition of the board of the LAG Regionalmanagement Wipptal makes it possible to prioritise sustainable and important projects to develop the region. To achieve lasting results, professional project coaching and support are very important for the local LEADER office.



Links: <https://www.rm-tirol.at/fr/regionen/wipptal/projekte/einzel/project/alpinsportzentrum-wipptal/>
<https://www.basecamp-tirol.at/klettern/>

Project name: Analysis of the regional purchasing power and local supply

Total grant from LEADER/CLLD: €35,000 ERDF

Location: Tyrol - LAG regio³ Pillerseetal-Leukental-Leogang, Austria



Project description - main goals, results, effects:

In the analysis the purchasing power of every municipality and village was examined over more than 3,000 phone interviews. With this data we received a very good overview of where people buy which products and what is missing, as well as how much money we are able to keep in the region and how much money we are losing to other regions and to the internet. We also visited the small trading companies in our area and analysed the general situation, the parking possibilities, the friendliness and many other indicators. This analysis is the basis for future concepts on local and regional level.

Importance of the LEADER approach:

The project applicant was the LAG itself, because there were no other regional organisations that had this approach. With LEADER it was also possible to have a politically neutral view



and there was a lot of communication with local stakeholders. More than 3,000 people, over 30 municipalities, neighbouring LAGs, 900 companies and several other organisations at regional and provincial levels were involved. Only LEADER can provide this platform.

Project name: IZI Imst

Total grant from LEADER/CLLD: €36,975 ERDF

Location: Tyrol - LAG Regionalmanagement

Bezirk Imst, Austria



Project description - main goals, results, effects:

The main goal of the “IZI Imst” project is to strengthen the economic power and competitiveness of the region by supporting young entrepreneurs. To do so, the club offers several consulting services for free, such as an idea check. Moreover, the club tries to link young entrepreneurs with important regional and supraregional partners (economy, NGOs, other institutions). There is also the other service that focuses on local schools, where the club provides teaching materials for pupils of different school types and gives lessons in order to spread the idea of entrepreneurship amongst young people. In the last two years, more than five companies were founded with the help of the club and more than 100 participants took part in the club’s events.

Importance of the LEADER approach:

The idea came from a local teacher who asked for support. The LAG IMST felt confident about the idea and appointed a task force, which benefitted from the broad integration of local institutions and companies. The LAG then supported the teacher and his fellow

campaigners in the founding process of the club and helped to develop the project. The LAG is still an important adviser to the club and its projects.

Link: www.izi.tirol



Project name: Contact person for mobility issues

Total grant from LEADER/CLLD: €110,432 ERDF

Location: Tyrol, Kufstein - LAG KUUSK, Austria



Project description - main goals, results, effects:

The mobility officer is taking care of all questions around the huge and explosive topic of mobility in the region. The job involves seeking out and creating innovative concepts and solution strategies for the traffic-plagued region. Through the networking of stakeholders and decision-makers, personal commitment and focus on solutions, the mobility officer is supposed to provide the right impulses and significantly develop the region. The tasks are to:

- Raise awareness
- Create offers of alternative forms of mobility
- Change behaviour towards sustainable mobility

Importance of the LEADER approach:

Bottom up/Cooperation: The person was selected within the region by 12 mayors. The region had to commit itself to the project in the run-up and to raise funds. **Multi-sectoral:** The person's task is to network with people from different sectors horizontally and vertically.

Link: <https://www.rm-kuusk.at/projekte>

4.2 CZECH REPUBLIC

Project name: Centre of Personal Hygiene

Total grant from LEADER: EUR €39,834 from ERDF

Location: Masarykova 1400, Česká Třebová, Czech Republic

Project description:

The project application was handed in under the ERDF MA Call: Call - Social Infrastructure - Integrated CLLD Projects - SC 4.1 and LAG Call: 2nd LAG Call Orlicko-Irop-Social Services Infrastructure I.

The applicant for the subsidy is the town of Česká Třebová - the founder of the Social Service Česká Třebová that operates the care service. One of the services provided is assistance in coping with routine personal care tasks and personal hygiene or providing conditions for personal hygiene.

The current state of the Personal Hygiene Centre does not meet the requirements of clients who suffer from disabilities or have reduced self-sufficiency. The material and technical equipment is also outdated and does not allow for providing high-quality, comfortable and dignified assistance in personal hygiene. This insufficient situation was remedied by the implementation of the project and thus the quality of the provided services was increased. Also, the accessibility to the wider target group was enhanced.



Project name: Outdoor classroom

Total grant from LEADER: EUR €43,848 from ERDF

Location: LAG Orlicko, Czech Republic

Project description:

The application was handled under the ERDF Call - Improving the Quality and Availability of Infrastructure for Education and Lifelong Learning - Integrated Cllid Projects - SC 4.1, and the LAG Call: 4th LAG Call Orlicko-ERDF-Training in Key Competences I

Two gazebos, one for teaching science and the other for teaching work-related lessons, were funded by the project. The project also included the construction of a barrier-free outdoor toilet. The intention was also to establish asphalt pavements, which are used in teaching traffic education.

The garden is enriched with a sensory path where children can test their feet on various types of surfaces: stones, bark, moss, sawdust, etc.

Classrooms are used within the themes of the school's educational programme "Man and His World" and "Man and the World of Work" and the cross-curricular theme of "Environmental Education".

The pupils are educated in this topic in all kinds of ways, in close contact with nature and the environment. Learning by experience and direct contact are both very beneficial.



**Project title: Equipment for social enterprise -
Garden and landscape services**

Total grant from LEADER: EUR €110,795 from ERDF

Location: City Sokolov, Karlovy Vary region, Czech Republic

Project description:

The project application was handed in under the ERDF Call - Social Business - Integrated CLLD - SC 4.1 PROJECTS and LAG Call: 4th LAG Call Sokolovsko-ERDF-Infrastructure for Social Entrepreneurship

The aim of the project was to create a new social enterprise in the city of Sokolov (Karlovy Vary region).

The target group are long-term or repeatedly unemployed persons. The project employs 2 people from this target group. The project was implemented in synergy with the project from the OP Employment (ESF).

The activity of the social enterprise is to provide complete services in the field of landscape maintenance. The necessary technical equipment was acquired for this purpose.



4.3 POLAND

Project name: Recreation and traffic town in Kończewice village

Total grant from LEADER: €143,157

Location: Chełmża municipality, Poland

Project description:

Adaptation of degraded area for social activation purposes. As part of the revitalisation carried out in the area of Kończewice, a degraded area was adapted for social activation. As part of the work, a bicycle town, beach soccer field, footpaths, alleys and a car park for 10 cars were created. Additionally, small architectural objects were installed, including gazebos, benches, rubbish bins and outdoor gym elements. The project was accompanied by ESF measures through CLLD in the same village.



Project name: Solar installations

Total grant value ERDF: €1,050,000

Location: County of Siemiatyczki in LAG Tygiel

Doliny Bugu, Poland



Project description:

Projects carried out between 2017 and 2019 within the framework of the Local Development Strategy of LAG Tygiel Doliny Bugu 2.2.1. "Green technologies in the households".

620 solar installations have been installed in 9 municipalities in the County of Siemiatyczki.

The main objective of the project was to increase the share of renewable energy sources in energy production in individual municipalities.

The direct objective of the project was to increase the use of solar energy for domestic water heating, reduce primary energy consumption, reduce greenhouse gas emissions by reducing the consumption of conventional heat sources, and reduce the environmental burden.

The project contributes to long-term socio-economic benefits, such as a reduction in the cost of electricity, reducing local air pollution emissions, improving air quality and raising the awareness of the local community in terms of energy efficiency.



4.4 BULGARIA



Project name: Improving the competitiveness of Achinora Style Ltd.

Total grant: €177,086 from ERDF

Location: Local Action Group - Isperih, Bulgaria

Project description

Beneficiary: Achinora Style Ltd. Isperih

Objective: To increase the competitiveness, production capacity and productivity of Achinora Style Ltd. and increase the competitiveness of the economy in the territory of LAG Iperih, by purchasing new equipment for the production of men's jackets.

Results: The project led to improvement of the production process by improving the facilities. Purchased: sewing machines - 10 pcs., five-end overlays - 2 pcs., straight edge orbital sewing machine - 1 pc., hand sewing machine - 1 pc., sleeve machine - 2 pcs., ironing table - 2 pcs., pneumatic sack press - 1 pc., pneumatic press - 1 pc., pneumatic vertical press - 1 pc., pneumatic vertical sack press - 1 pc.

New technologies have been introduced to improve the resource efficiency and efficiency of the production process. The implementation of the project has led to a reduction in the amount of waste generated, which has directly contributed to mitigating the effects of climate change towards reducing synthetic waste. Reducing the amount of waste generated is one of the significant factors in mitigating the effects of negative impacts of anthropogenic activity in the long term.

10 new sewing machines put into operation leading to improved production processes of the company



An ironing area is established with intermediate ironing tables, which are used for refraction, stitching and other necessary activities in order to continue sewing.



Ironing press - final ironing of finished products is carried out.



Project name: Increasing the production capacity of “Hleboproizvodstvo i sladkarsvo”

Total grant: €119,607

Location: Local Action Group Troyan, Apriltsi, Ugarchin, Bulgaria



Beneficiary: “Hleboproizvodstvo i sladkarsvo” Ltd.

The company operates in the field of baking and confectionery and is one of the leading producers within the territory of the LAG. The company maintains the highest quality of production, investing constantly in its resources for the development of its range and taste with a priority on healthy and quality food, and all based on its socially responsible mission and leadership in the local market.

Project description: The investments - supported through the LAG strategy and OPIC - contribute towards entering foreign markets and increasing the company’s export potential, increasing productivity by 30 percent and creating at least 6 new jobs.

Project activities - investments in tangible assets: two pieces of industrial mixer, an additional tank for mixer, a lifting turner for tanks; an automatic divider with rounder and two rotary ovens.

The introduction of state-of-the-art machinery and equipment provides support not only for the enterprise, but also boosts local development, creating socially responsible activities and more prosperity.

Internet site of beneficiary: www.troyahleb.com



4.5 SWEDEN

Project name: TUFF rural



(TUFF = Growth Development for Entrepreneurs)

Total grant from LEADER/CLLD: €61,400 ERDF

Location: Astrid Lindgren's Hembygd:

Eksjö, Vimmerby and Hultsfred municipalities

Project description - main goals, results, effects:

The goal of TUFF Rural is to develop new and existing companies in the rural areas of Eksjö, Vimmerby and Hultsfred municipalities. The project's number of participants is, before the end of the project, twice as large compared to the target.

So far, the project has generated two new companies, and individual companies have been converted into a limited liability company. In addition, existing entrepreneurs, thanks to the project, have developed both themselves and their businesses, including product development, increased sales and active sustainability and board work.

Link: <http://www.eksjo.nu/hem/vara-projekt/tuff-landsbygd-41233936>

Framing: Supporting entrepreneurs in rural areas is a strong focus for all LAGs in Sweden. As we work with CLLD during this programming period, the ERDF makes more support possible.



Project name: Fjällbacka Activity Centre

Total grant from LEADER/CLLD: €29,000 ERDF

Location: Fjällbacka, in Leader Bohuskust med Gränsbygd



Project description - main goals, results, effects:

The purpose of the project was to create the opportunity to be able to exercise and create training activities for outdoor training year-round. The goal of the project was to complete an outdoor gym (an outdoor Cross-Fit Box), a website and training activities as package solutions in cooperation with other actors and stakeholders. The aim was also to increase Fjällbacka's attraction as a tourist destination.

During the project period, a Cross-Fit Box was installed, partnerships with residential facilities and tourist boats were started and, within this cooperation package, tours with physical activity and sea-related experiences have been carried out.

There is increased access to physical activity for tourists, more age groups are being reached from the organisation, and there is a larger coverage of the municipality of Tanum. The organisation has now hired a part-time assistant and is organising several events, such as a 5-day training trip to Mallorca, two roller ski camps, a relaxing event with yoga on one of the islands, and a package event for Europeans (non-Swedes) with crayfish safari, seaweed safari, rock carvings and yoga for four days.

Importance of the LEADER approach:

The project has a strong local focus and several entrepreneurs collaborate in the packages and events that have been created. The applicant was actively supported by the LEADER Office during the application process, e.g. they were encouraged to work for a broader network in all sectors. The project has been strengthened through project meetings between all the LEADER projects arranged by the LEADER Office, as well as through the follow-up activities from the Office. The project owner continues to be part of the network even after the project has been completed.



Project name: Destination Söderåsen

Total grant from LEADER/CLLD: €430,400 ERDF

Location: Nationalparken Söderåsen,

Leader Nordvästra Skåne med Östersund



Project description - main goals, results, effects:

The purpose of the project is to jointly - municipalities, companies, associations and Söderåsen National Park - develop Söderåsen as a sustainable tourist destination and create increased business benefits and development opportunities for the local tourism industry. This will be done through skills development and collaboration as well as through clear profiling and joint marketing. The goal is for “Destination Söderåsen” to be experienced by visitors and the population as a complete, attractive and sustainable tourist destination with many opportunities to live, eat, do and experience.

Importance of the LEADER approach:

The project owner (the municipality), together with three other municipalities, conducted a thorough investigation of whether there was an interest from entrepreneurs and local organisations to implement a destination project on Söderåsen before applying for support. It turned out that there was a broad desire to do something together for the destination. Through coaching from the LAG office, a project plan was compiled, which was then prioritised by LAG. The plan is composed of various competencies from the public, private and voluntary sector.

Link: <http://www.leadernordvastraskane.se/nyheter/2018/06/12/destination-soderasen/>



Project name: Sustainable building network
(feasibility study)

Total grant from LEADER/CLLD: €32,000 ERDF

Location: Leader Sjö, skog o Fjäll, Sweden



Project description - main goals, results, effects:

The main goal of the project was to bring together small businesses and other people interested in small-scale construction and new innovations linked to the facilitation of sustainable construction. At the same time, the project aimed to create more local opportunities to work and to use more local raw materials and local know-how. The project had a feasibility study and produced an inspiring and thought-provoking report at the end of 2018, but has primarily created a strong network. Among other things, the network's ideas have led to another CLLD-project being started within the ESF, in a housing factory where people not involved in the labour market are trained to work with house building in wood, an industry that has a staff shortage.

Link: <http://byggklubben.se/>



Project name: Läget Landet - a conference series on the interaction of rural and cities in the area



Total grant from LEADER/CLLD: €94,150 ERDF

Location: Skånes Ess in the region of Scania, Sweden

Project description - main goals, results, effects:

The project is focusing on the issue of the balance between city and rural areas. Through an annual recurring event, the LAG wants to showcase the commitment that residents and active local actors possess and the synergies that the connection between city and country can provide. Sustainability is the reoccurring theme, perspectives of economic, social and ecological sustainability characterise the content each year. The purpose of the project is to create collaboration and influence the development through knowledge. Participants have the opportunity to interact with each other and create new constellations and/or innovation.

Importance of the LEADER approach:

LAG, strategy, network, local anchoring.

The idea for the project arose from a LAG member who read a book about “the situation in the country”, stating “89 thoughts on peripheries, politics and why the rural issue is more important than you think”. The event and the questions that are worked with there highlight important aspects of the local development strategy and create local networks around city-country, growth, social issues, environment and climate and sustainability. Above all, the resources in the area are highlighted.

Link: www.skane sess.se



Project name: Sustainable equestrian business in southeastern Scania



Total grant from LEADER/CLLD: €150,000 ERDF

Location: Municipality of Sjöbo, Leader

Sydöstra Skåne, Sweden

Project description - main goals, results, effects:

The purpose of the project is to create possibilities for companies in the equestrian industry to generate a growing, profitable and sustainable industry, which is done through coaching, supervision and training that promotes the development of the companies' activities and products.

At the same time, efforts are being made to support networking and collaboration between different equestrian entrepreneurs and organisations, as well as packaging and marketing of common products, including the foreign market.

The goal is to strengthen the equestrian industry as a whole and to contribute to strengthening the southeastern Scania brand as a horse destination with an increased range and quality of horse experiences throughout the year.

Importance of the LEADER approach:

The bottom-up perspective is obviously important; the actors themselves decide the direction and selection of the project and their needs are the focus of the activities that the project will arrange.

Innovative collaborations between the actors in the project contribute to resource efficiency and smarter packaging that increase sales.

LAG's knowledge and commitment to the local horse industry has contributed to the project having new networks to hook into.

Cooperation partners; Simrishamns, Sjöbo, Tomelilla and Ystad Municipality, Skåne Equestrian Sports Association, Tourism in Skåne, Southeast Skåne Equestrian Association, Föreningen Hästrundan, Hästen i Skåne, LRF and the Housekeeping Society.

Link: <https://www.destinationhast.se/>



Project name: Market Hall

Total grant from LEADER/CLLD: €150,000 ERDF

Location: Leader Västra Småland, Sweden



Project description - main goals, results, effects:

The aim was to enable women from immigrant backgrounds to have their own income by utilising their entrepreneurial skills. At least 6 women were due to gain employment through the project and the result was 5 newly started entrepreneurs and 4 employees.

Importance of the LEADER approach:

The opportunity to try and be able to do so in collaboration with several local actors to provide the target group the right conditions.



Project name: Falkenberg Food Days

Total grant from LEADER/CLLD: €36,000 ERDF

Location: Falkenberg, Sweden



Project description - main goals, results, effects:

The project was to establish Falkenberg Food Days, which took place on 9-11 September 2016. The food days were divided into three different events:

1. Inspiration rounds at food producers and food creators.
2. Food party in central Falkenberg. It offered cooked food with local ingredients and involved local chefs, a food market with local products, and entertainment and food inspiration.
3. The last day was a national food fair for people in the business and food lovers.

It all ended with a food fair and the distribution of a newly established national food award.

The event was carried out according to the plan, and is today an annual recurring event. The number of visitors was 9,000-10,000 people during the days, there were 10 different eateries and 8 market stalls represented on the square, 8 guest chefs on the kitchen scene and sales in the store with local raw materials in the value of €11,800. There were 32 different suppliers represented.

The project created 18,000 hours of work and 5 new companies.

Importance of the LEADER approach:

There was a clear bottom-up perspective as well as outspoken networking and collaboration between the actors involved. Project organisation was run by Falkenbergs Näringsliv AB, Destination Falkenberg AB, actors in the network Falkenberg's pantry, participating food actors, artists, speakers, chefs, event and sound companies, culture & leisure management and associations

Link: <http://www.falkenbergsskafferier.se/falkenbergs-matdagar/>

<https://www.turismnytt.se/besoksrekord-pa-falkenbergs-matdagar/>





EUROPEAN UNION

European Social Fund

5. GOOD PRACTICE ON CLLD WORKING WITH ESF (EUROPEAN SOCIAL FUND)

5.1 CROATIA

Project name: Employment through a modern approach to the supply of agricultural products



LAG Vallis Colapis

Total grant: €133,500 EUR ESF (not LEADER, since Croatia has only mono-funding system, but implemented through LAGs working with ESF)

Location: Croatia, counties of: Karlovac; Zagreb and Lika-Senj

Project description - main goals, results, effects:

The establishment of six clubs for employment in rural areas. Linking unemployed people to the labour market in big cities.

LAG Vallis Colapis is implementing the project “Employment through a modern approach to the supply of agricultural products” funded by the European Social Fund. The partners of LAG Vallis Colapis are LAG Frankopan, Women’s Group Karlovac - Step, HR-Concept d.o.o., the City of Karlovac and Karlovac County.



In the wake of the aforementioned 2015, they launched the ordering system www.FinotekaDostava.com, which allows buyers to have small Croatian producers in one place, so that they can order fresh unspoiled fruits and vegetables, winter wheat, quality flour, organic beans and cured meat products from the same place. The system works well, the packaging of products is fitted in typed packaging, the number of customers is increasing as purchasing on the internet is increasing daily, and this has enabled customers to order products from small Croatian manufacturers in one place with a few clicks, which ultimately also boosts Croatian agriculture.

With the advancement of technology, digitalisation and general computerisation, online sales have become a part of everyone’s daily lives. When the Finoteka.com web service was launched 10 years ago, the main problem was that often family farms rested on older people, farmers, who were mostly not computer literate and did not see the need to adapt to new trends. They worked with capacity building for farmers and developed their awareness to adapt to market needs, new technologies and computerisation in general. Today, the situation is completely different and everyone is computerised. In the course of technology development, many OPGs have been taken over by the younger generation, who follow the steps with time, and today there is no problem convincing farmers that IT literacy is one of the conditions for the successful marketing of a product.

Importance of the LEADER approach:

The project was NOT financed by LEADER, because Croatia does not implement the multi-funding approach. However, LEADER applied to the ESF open call for proposals and was supported. They used LEADER methodology in that they mobilised unemployed youth and women in rural communities from bottom-up and encourage their partnership and innovations.

Link: <https://leader.vallis-colapis.hr/novosti/28-zaposljavanje-kroz-suvremeni-pristup-ponudi-poljoprivrednih-proizvoda-osvrt-partnera-2>

5.2 CZECH REPUBLIC

Project name: **We cooperate together**

Total grant: **€109,800**

Location: **LAG Splav, Czech Republic**

Project description:

Project description: This project is aimed to individual support of people who are at risk of social inclusion and for whom it is difficult to find a job. These people are involved in social and working life through many activities. An individual approach is necessary. A special approach is available in community therapeutic gardens or in exam jobs at cooperating employers.

What in the LEADER approach is important?

The individual approach for every client and help with integrating them into society, LAG's knowledge of the surroundings, project coaching of LAG (LAG is known in the region and has many contacts and a huge network), the application of innovative therapy (EEG biofeedback), and LAG, regional NGOs and SMEs are working together with the regional employment department.

Link: <https://www.sdruzenisplav.cz/spolu-pra>

<https://www.esfcr.cz/documents/21802/11962081/06Spolupracujeme+spolu+se+SPLAVem+abstrakt.pdf/d7b6cb0f-716f-4234-9f7b-034cfff4dbca?t=1568988862025cujeme-spolu-se-splavem>

Project name: **One step ahead: how to prepare children to the life after the orphanage.**

Total grant: **€60,000**

Location: **LAG Hradecký venkov, Czech Republic**

Project description:

LAG Hradecký venkov provides support to young people leaving the orphanage in Nechanice to help them integrate into everyday life and the rural community. The project connects young people to potential employers in the region, provides guidance and helps develop the practical skills necessary for their lives outside of institutional care.

What in the LEADER approach makes it so special?

LEADER brought together key players - orphanage management, local government, local businesses and NGOs - who had not previously worked together to integrate orphans into the rural region. LAG has created new networks and long-term platforms both to solve the problem and to increase efficiency and trust between key stakeholders.

Links: <https://www.mistniakcniskupiny.cz/projekty/o-krok-napred-jak-pripravit-deti-z-detskeho-domova-na-zivot-po-domove/>



5.3 POLAND

Good practice - urban LAG: LAG for the City of Toruń, Poland

The LAG was established to implement the Local Development Strategy for the area of the Local Action Group for the City of Toruń, and works as an urban LAG.

The area covers 17 urban units of Toruń, with almost 140,000 residents. The purpose of the LAG's activity is to increase the socio-occupational activation of residents covered by LDS (who are in a difficult life or professional situation).

The employees of the office of the LAG for the City of Toruń provide the following services: 1. Information duty, 2. Consulting, 3. Supporting visit, 4. Information meeting, 5. Training, 6. Networking meeting.

On 30 August 2018, the LAG for the City of Toruń announced the call for applications for funding for projects covered by the grant to support people at risk of poverty or social exclusion.

In response to the announced call for proposals, 37 applications were submitted for a total of 1,547,210.12 PLN. (€361,497.69).

To date, several projects have been completed with assumed indicators. Below we would like to present 3 of them, which are directed towards the indicated representative target groups, among others people leaving prisons and dependent persons, including seniors and disabled people.

More and more entities, including non-governmental organisations and companies, are interested in activities in the field of social inclusion. We are planning to announce next call for proposals in the fields of: youth clubs, self-help clubs, organising social entrepreneurship and professional activation.

**Project name: Admission to freedom,
i.e. a programme of social animation of
people leaving penitentiary units**
**Location: Project example from the LAG
for the City of Toruń, Poland**

Project description:

Specific objectives:

- Integration of people leaving penitentiary units with the local community;
- Integration of people leaving penitentiary units with their families and loved ones;
- Social activation of people leaving penitentiary units;
- Increased interest in activation services among persons leaving penitentiary units;
- Building mutual support network among people leaving penitentiary units.

The project lasted 6 months and included meetings with a psychologist, motivational workshops, therapeutic groups and participation in integration projects with the local community.

This project was addressed to 8 people and 8 people from their surroundings, including families, closest relatives and neighbours. The added value is certainly the participants' independence, including finding and keeping a job, quitting addiction and connecting with family.



Project name: Still playing green - a social activation project for 30 people aged 65+

Location: Project example from the LAG for the City of Toruń, Poland

Project description:

The aim of the project is to activate and improve the well-being of 30 dependent people, who are at risk of social exclusion and aged 65+, in the form of integration, activities rehabilitation and recreation over a 6-month period. The project is based on LSR increasing the efficiency of implementing community organisation activities locally by organising integration, rehabilitation and recreational activities for dependent people who are at risk of poverty and aged 65+.

Specific objectives:

- Increased health awareness regarding healthy diet in project participants;
- Encouraging participants to take up social activities (participation in the activities of the Senior Club, University of the Third Age);
- Improving the well-being of the project participants;
- Increasing participants' involvement in the field of recreation and sport.

This project lasted 6 months and the achieved indicators exceeded the assumed values.

Project name: Hortitherapy - garden therapy for people with intellectual disabilities

Location: Project example from the LAG for the City of Toruń, Poland

Project description:

The overall goal of the project is to improve the social skills of intellectually disabled people.

Educational goals are to learn about the specifics of gardening and the life cycle of plants (from seed to fruit), to recognise and use the basic species of herbs and useful plants.

Hortitherapy is a form of garden rehabilitation. This healing method was already known in ancient times. Contact with nature through spending time and working in the garden stimulates the central nervous system, increases mobility and coordination, relaxes, improves self-esteem and teaches independence.

Moderate outdoor activities also have a beneficial effect on physical condition and health. All of these features increased the social skills of the participants of the classes, and they also acquired practical skills related to the knowledge of crop plants and gardening.

Participants of the class along with people from their surroundings also took part in festivals organised by the Zoobotanical Garden (OZB), which contributed to the integration of these people with the local community. It was an amazing success, and more than 180 people of local community took part in that event.

Project name: Community Day Care Centre

PROJECT TITLE: “I’m super!” - programmes for work with children and young people during their free time.



Total grant: €58,500

Location: Drohiczyn, LAG Tygiel Doliny Bugu, Poland

Project description:

The project was implemented in the period of September 2017 - August 2019 within the framework of the LDS of TDB 1.1.3: Institutional support for children and young people during the free local development.

The aim of the project was to expand the activity of the community day care centre in the town of Drohiczyn by increasing the number of places in the facility, developing the offer of the support from the simple form of care to a specialised form and increasing access to classes to develop key competences for children from the town and municipality

of Drohiczyn, who are aged 7-14 years and are coming from families at risk of poverty and social exclusion, and experiencing difficulties in childcare.

The project included 60 children: 30 children in both years of the project.

The project responded to the main needs of participants, i.e. the opportunity to spend time after school in an attractive, safe, friendly place that allows children to talk about their problems, needs, discharge negative emotions, meet social needs, and develop social and cultural expression competences.

The current offer has been extended to pedagogical psychological care, robotics and key competences development, i.e. communication in the mother tongue, learning skills, social and civic competences and cultural expression.





Project name: **An Active and Independent Senior - the support and activation of people 60+ (over 60 years)**

Total grant: €32,500

Location: **Drohiczyn, LAG Tygiel Doliny Bugu, Poland**



Project description:

The project was implemented in the period of November 2018 - October 2019 within the framework of the aim of LDS of LAG TDB 1.1.5: Supporting the activities of seniors in the local development strategy of the Association Tygiel Dolina Bugu.

The aim of the project is to support the activities of seniors in the local community of Drohiczyn by increasing the number of places in the existing senior club at the municipal social Welfare Centre in Drohiczyn, which contributes to limiting the risk of poverty and social exclusion of senior citizens over the age of 60.

The project responds to the main needs of participants, i.e. the possibility to benefit from support in the form of assistance, care and the development of an access to leisure time activities after the end of professional activity in an attractive and beneficial way and in a safe and friendly place. As part of the project health-related and cultural activities, numerous workshops, educational and cognitive tours, self-help group activities, legal counselling and activities that integrate elderly people into social life have been carried out.

Project name: Social activation of the inhabitants of Kończewice village in order to improve safety and make the inhabitants independent of the use of social assistance services - edition

Total grant ESF: €12,500

Location: POLAND / KUJAWSKO-POMORSKIE REGION / LOCAL ACTION GROUP ZIEMIA GOTYKU



Project description:

Activities include:

- Classes to improve road safety and the slogan “Be visible on the road”;
- Self-defence classes.
- Animation activities including:
 - Social animation by employing a social animator who supervises the implementation of all social activities, as well as conducting educational activities such as photographic workshops, art classes, recreational activities, and outdoor games and activities;
 - Organisation of other educational and recreational classes, like sports, dance, circus and theatre classes.

The project was carried out through the social assistance centre of Chełmża municipality.

The above project is connected with the project financed by ERDF: Recreation and traffic town in Kończewice village.



5.4 SWEDEN

Project name: Integrative paths to work

Total grant from LEADER/CLLD: €160,000 ESF

Location: Bränneby, Leader Bohuskust med Gränsbygd, Sweden



Project description - main goals, results, effects:

The project's goal was to start the Leader Area's first Work-Integrated Social Enterprise, according to a known concept. The working method of the project is to support people who are not involved in the labour market and to give them an opportunity to grow into a role in order to preferably enter into or form a new ASF enterprise. In the current project, a new Work-Integrated Social Enterprise has started and eight people have been trained. Cultivation and running a restaurant / café movement are examples of businesses that have been started.

Importance of the LEADER approach:

The newly started association has needed all the support it has been able to receive. Financially, the LEADER support has been a decisive factor for the results achieved.

Link: <https://vagenut.coop/foretag/branneby/>

Project name: Albert - the project collaboration pram

Total grant from LEADER/CLLD: €238,620 ESF

Location: Hallstahammar, Leader Mälardalen, Sweden



Project description - main goals, results, effects:

Creating a meeting place for people who have been out of the labour market for various reasons: persons with a foreign background, people with mild cognitive/neuropsychiatric disabilities, young people aged up to 25 years. The participants took part in the restoration of the Albert barge and thereby gained greater prospects for employment. Half of the 27 participants thereafter got a job or undertook studies.

Importance of the LEADER approach:

The LEADER approach was important for local cooperation and networking. In the project,

among others, the municipality of Hallstahammar, the Employment Service, Strömsholms Kanal AB and Strömsholms Kanal's historical association collaborated.



Project name: Kosi - Competence, collaboration and inclusion into the countryside

Total grant from LEADER/CLLD: €183,887 ESF

Location: Röstånga, Leader Nordvästra Skåne med Öresund, Sweden



Project description - main goals, results, effects:

The purpose of the project was to create an interest and education for occupations in the restaurant or tourism industry, and to strengthen the position of individuals in the local labour market. The aim of the project is that the participating individuals would have greater prospects in the labour market, or alternatively find employment in the countryside within the tourism industry.

Importance of the LEADER approach:

There was a clear bottom-up perspective when starting the project. The project was well established in the rural area through the Röstånga Together association. In Röstånga, the local actors are used to working according to the LEADER method. The project plan is composed of various competencies from the public, private and non-profit sectors.

Link: https://www.facebook.com/rostangatillsammans.se/?tn-str=k*F

Project name: Flying start apprenticeship

Total grant from LEADER/CLLD: €150,420 ESF

Location: Leader Närheten, Sweden



Project description - main goals, results, effects:

Flying start Apprenticeship is the first step in helping people who have been in prison towards a better future with housing and employment through hard work, vocational education and meaningful leisure time. By giving motivated individuals with this background the opportunity for a fixed income, society's expenses related to crime and the human suffering of victims, families and offenders are reduced.

Importance of the LEADER approach:

The courage to challenge the concept of integration and see the need for these people who may be the furthest away from the labour market has been the biggest challenge but also the greatest asset when it comes to this project. LAG has had the ability to prioritise a very different project and there is a strong belief that this work will continue even after the project period, since the result has been very positive.

Link: <https://rivstart-sverige.se/>



Project name: Dog daycare

Total Grant from LEADER/CLLD: 80 000 € ESF

Location: Krokom, Leader Sjö, skog och fjäll.

Sweden



Project description - main goals, results, effects:

The main goal of the project is to broaden the business within a social work integration company, by starting up a dog daycare. A lunch restaurant is already being run in collaboration with the church in Krokom, and when the thought arose about starting another business, the idea of a dog daycare was mentioned, as several of the participants are interested in animals. The dog daycare creates both jobs and provides the opportunity for job training. In the Ås area, there is also a need for nursery places for dogs, and there is the possibility of collaboration with students of nearby high schools and a veterinarian. The business is not yet up and running; at the moment we are preparing the premises.



Importance of the LEADER approach:

This project started only because the LAG had the opportunity to work with the Social Fund. The applicant's business is too small and local for the "large" Social Fund of the ESF Council, so we are very happy to be able to support this project.

Link: <https://fristadentreprenad.se/projekt-hundra-procent/>

Project name: Sports Association Comrades

Total grant from LEADER/CLLD: €90,500 ESF

Location: Osby, Skånes Ess, Sweden



Project description - main goals, results, effects:

The project offers activities for girls and women with foreign backgrounds in Osby. Through networks and mentorship, a new entrance into Swedish society is created. In addition to a meeting place with recurring theme meetings, study visits, lectures, language training and of course football training and trying out activities at other associations is offered. The aim is to better include girls with a foreign background into society and to contribute to bringing their mothers closer to the labour market.

Importance of the LEADER approach:

Bottom-up perspective, networking, sectoral collaboration, learning. It is exciting to make use of the wide network that associations possess in order to find new ways for new arrivals to integrate into society. The associations cooperate with each other and the people who are voluntarily involved in the associations offer networks through their professions.

Links: <https://www.facebook.com/klubbsonya/>
<https://www.instagram.com/klubbsonya/>



Project name: From SFI to work - through education, matching and coaching (SFI: Swedish language training)



Total grant from LEADER/CLLD: €266,910 ESF

Location: LEADER Sydöstra Skåne, Sweden

Project description - main goals, results, effects:

The project serves as a trusting link between newcomers and employers to enable matches that might otherwise never take place. The project helps to equip and support both employees and employers and follow up all matches for the best possible results. The goal is for more newcomers to get a job at the same time, as employers should look to recruit new staff from within the target group. The project contributes to a positive social development with reduced gaps and increased cohesion, and thus meets one of the major societal challenges of our time - creating successful integration.



Importance of the LEADER approach:

Bottom-up perspective, local knowledge, collaboration, three-sectoral partnership, innovative thinking, local decision making

The project conducts a locally based business whose idea and purpose is fully supported by the local business association. The success factors are the closeness and confidence in the project managers that both employees and employers know, as well as existing and new networks that are fully utilised.

Link: <https://talenterna.se/>

Project name: All:in Leader

Total grant from LEADER/CLLD: €134,000 ESF

Location: LEADER Västra Småland, Sweden

**Project description - main goals, results, effects:**

Assist outsiders to enter or come closer to the labour market. The short-term goal is for ten people to gain employment in the regular labour market, and in the long term, the goal is an established business that is a good example of national distribution.

Importance of the LEADER approach:

The project is ongoing but is the only social fund project existing in the LAG, which is why it was submitted. It is already obvious that collaboration with the rural companies is a major success factor in the project.

Link: <https://www.facebook.com/pg/allserviceindustri/posts/>



Project name: Doula & cultural interpreters in the impact points of Halland

Total grant from LEADER/CLLD: €100,000 ESF

Location: Hylte, Halmstad and Laholms municipalities, Sweden



Project description - main goals, results, effects:

The doulas and cultural interpreters are women from different cultures and backgrounds, who have been educated from Swedish professional midwives in order to be able to help women from other cultures during pregnancy, childbirth and post-natal care. This is a very important service, as the Swedish health care system may otherwise experience huge problems in reaching women from different cultures who are still not very fluent in the Swedish language and culture. It is also noticeable that this target group in many cases go from pregnancy to pregnancy, and they have a very hard time integrating into work and into Swedish society. The doulas and cultural interpreters are women from similar cultural backgrounds. Through this work they have been gaining in confidence, since they have managed to become part of Swedish society and are acting as role models for the women they help.

In this project, Aligi is creating meeting places for doulas and cultural interpreters, women, men and children in Spenshult-Halmstad and Falkenberg-Ullared.

The meeting places are important for integration work, as housewives can be welcomed into Swedish education through baby and parental support, yoga classes and other opportunities that Swedish women can also use.

The purpose of the project is to improve the health for this target group along with increasing their impact, influence and integration into the Swedish voluntary and civic sector, which help these women out of their isolation and give them a network. This brings better integration and language development and also brings these women closer to employment.

Importance of the LEADER approach:

The project is still ongoing, and there are now meeting places in Hylte, Spenshult-Halmstad and Laholm. The project leader states that the results are visible mainly on an individual level, where for example women are becoming better integrated, are able to free themselves from unhealthy relationships, can improve their health or enhance their Swedish knowledge.



Link: <https://www.doulakulturtolk.se/halland/>

6. MAIN CONCLUSIONS ABOUT USING ERDF AND ESF FOR CLLD IMPLEMENTATION

After reading and analysing the examples that colleagues around the EU have provided, and orally hearing about projects not provided, the main findings are still very interesting. The LAGs have effectively understood the purpose of ERDF and ESF, and the results are just starting to show this around the European Union.

The main theme in ERDF-funded CLLD good practice is business development, which is either measured through newly started businesses or increased turnover in the projects.

The business development is mainly achieved through:

- Building cooperation networks - which is the case in almost all ERDF project best practices. This is also stated as the LEADER added value, which promotes Good governance
- Capacity building
- Activities for good governance on local level
- Integrating already known innovation practice into the own areas
- Investments directly into the businesses
- Furthermore, the cost for the projects is very small when considering the benefits that are realised through the projects. Also, the projects seem to be sustainable over time, since the local actors are the project owners who will manage the results. The local beneficiaries are the owners of the project and have requested the project.

Other reoccurring themes in ERDF projects are:

- Climate change; adapting to/mitigation (Solar installations, Kaunergrat integration, Photovoltaics plant at the Grisseemann company, mobility contact person)
- Sport, health and outdoor activities (Alpine Sports Centre Wipptal, Fjällbacka Activity Centre, Destination Söderåsen)
- Creating urban-rural linkages, e.g. Falkenberg Food Days
- Local production and marketing; as in the Croatian and Bulgarian examples

Concerning the ESF-funded CLLD projects, the **main theme is integration into work of people that are not currently active in the labour market, which is mainly achieved through:**

- Providing the target group with an enlarged local network. This helps the target group to learn new skills and find potential employers. Networking is a specific LEADER feature. This networking takes place in all good practice projects funded by ESF.

- Capacity building - for the target group, e.g. language training, on-the-job training, but also training for new skills.

In addition, people outside the working age (younger and older) are supported through ESF-funded projects, in order to fill their life and leisure time with meaningful activities that support and encourage them.

Our LAGs have effectively understood what the purpose of the ERDF and ESF is, since the good practices that are being provided from LAGs themselves are well suited to the overall objectives of the funds.

There is a different, individual based logic for the ESF than for the other funds. Also, the target groups are new for the LAGs. Therefore, one main conclusion is that in working with the ESF, there is a need for sufficient resources and funding in order for the LAG to get some kind of critical mass of initiatives and through this, really build their knowledge on how to work with the new themes. This is especially interesting when comparing the Polish urban LAG with, for example, small ESF initiatives in the Swedish LAGs.

The LEADER method has been successful for 25 years and is now also starting to be successful with Community Led Local Development, which provides good governance, social innovation, smart villages initiatives, as well as capacity building and innovation practice to all kinds of territories within the European Union.

Through the possibility to work with CLLD, the funds have had the possibility to bring Europe closer to citizens, which is not possible in the same way without the LAGs.

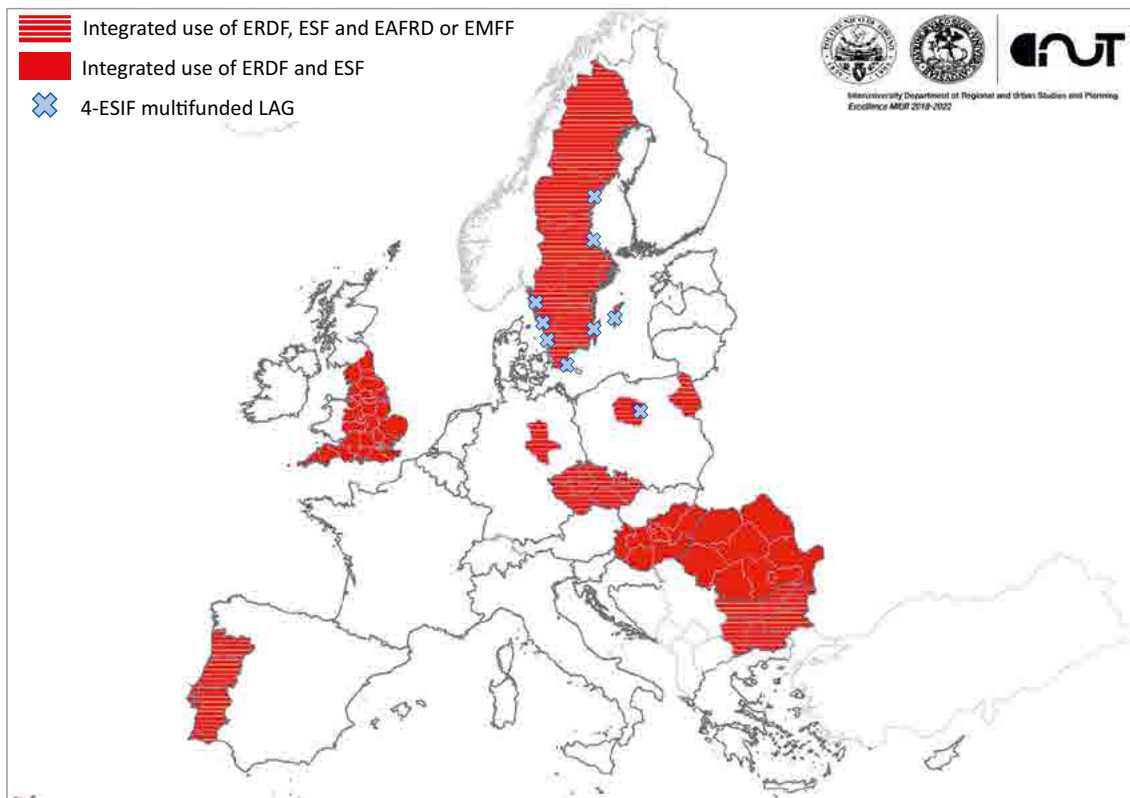
It is, of course, still crucial to achieve actual simplification for the beneficiaries, in order to bring Europe closer to its citizens in a positive manner.

LEADER/CLLD can strengthen the connection between the European Union and citizens at a local level via integrated local development and the well managed use of different ESI Funds, provided that there is enough funding earmarked, as well as sufficient simplification for the beneficiaries.

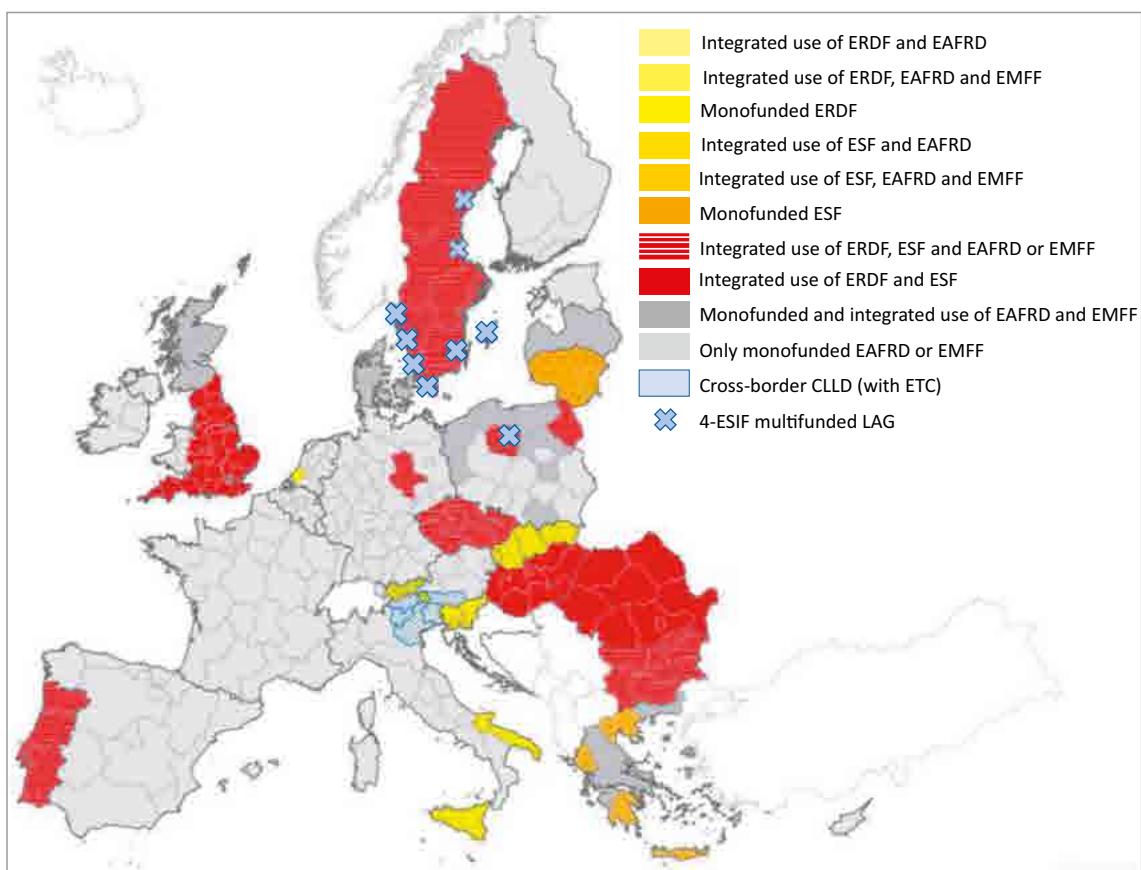
All of this can be seen when reading the examples and placing an ear to the ground at local level. This would not have been possible had it not been for engaged colleagues around the European Union, who are working every day with Community Led Local Development and the LEADER method, and have provided good examples of their work on ERDF and ESF.

A big THANK YOU to all the LAGs and colleagues who do immense work every day in bringing Europe closer to its citizens!

LAGs using ERDF and ESF together, on their own or with other Funds²



Overview of all types of ESI Fund combinations for CLLD³



^{2,3} Implementing CLLD in the EU: Experiences so far, Loris Servillo and Stefan Kah, 2019



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