

Study on Employment, Growth and Innovation in Rural Areas (SEGIRA)

Good practices



Client: European Commission, Directorate-General for Agriculture and Rural Development

ECORYS Nederland BV
In cooperation with IDEA consult, ECOTEC, CRE and ÖIR

Rotterdam, 8 December 2010

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1 Introduction to the good practices

1.1 Introduction

This document contains a database with 80 good practices from throughout the European Union that have been collected for the ‘Study on Employment, Growth and Innovation in Rural Areas’ (SEGIRA). The included projects are all good practices on employment and growth in rural areas and are supported with European rural development funds (EAGGF for 2000-2006 and EAFRD for 2007-2013).

The good practices have been collected by ECORYS Nederland and a team of country experts¹. They have obtained the information from the project beneficiaries, the rural networks and other relevant organisations.

The good practices illustrate how the programming periods 2000-2006 and 2007-2013 (to mid 2010) have been successful in enabling employment, growth and innovation in rural areas.

1.2 Approach used for collecting good practices

To achieve a new database of 80 good practices on employment and growth in rural areas, the following steps have been followed:

- Phase 1: Develop 1) a typology for obtaining a longlist of good practices, 2) a project fiche and 3) carry out a pilot in the UK
- Phase 2: Compile a long list of good practices
- Phase 3: Select a final list of 80 good practices
- Phase 4: Complete the good practice fiches
- Phase 5: Make an analysis of the good practices.

Once the selection of 80 good practices was made, the country experts were used to undertake the following approach:

- They informed their contacts which Good practices were selected, mentioning the criteria that were used to make this final selection.
- They informed the beneficiary of the project that the Good Practice was selected.
- They filled the Good Practice fiche as far as possible based on desk research and the typology sheet.
- They sent the beneficiary the Good Practice fiche by email and when needed conducted an interview to further complete the fiche or clarify where needed.
- They reviewed the Good Practice fiche and had the beneficiary check the completed Good Practice fiche.

¹ The country experts are: AT: ÖIR, BE: IDEA Consult, BG: ECORYS South East Europe, CZ: ECORYS NL, DE: IAK Leipzig, DK: SWECO, EE: CPD, FI: SWECO, FR: IDEA Consult, EL: Marili Parissaki, ES: ECORYS Spain, HU: ECORYS Hungary, IE: ECOTEC, IT: ECORYS Spain, LT: Rasa Baliuleviciene, LV: CPD, MT: Marili Parissaki, NL: ECORYS Netherlands, PL: ECORYS Poland, PT: ECORYS Spain, RO: ECORYS South East Europe, SI: ECORYS Netherlands, SK: ECORYS Netherlands, UK: ECOTEC & CRE

- Regarding the review, this includes referring to websites, programme documentation, or indeed by discussion with the relevant Rural Development contacts to confirm, for example, levels of impact of the activity. This to confirm that the good practice is actually good enough to disseminate.
- ECORYS has checked every good practice fiche and asked for improvements when needed.

The below table provides an overview of the 80 selected good practices:

- What type of good practice it is thematically?
- What kind of area it is from?
- In which period it was/is co-funded by EU rural development funds?
- If there is a focus on women and/or young people?

The good practices are presented per country and in alphabetical order in both the table and this document.

Table 1.1 Overview of the selected 80 good practices on employment, growth and innovation in rural areas

Country	Name of Good Practice	Type of Good Practice											Rural area typology			Period		Group		
		Agricultural	Producer groups	Organic	Agri-food industry	Renewable energy	Farm diversification	Agri tourism	Basic services	Village renewal	ICT	Training/skills	Mountainous	Coastal	Peri urban	Remote rural	RDP 2000-2006	RDP 2007-2013	Women	Young people
AT	Steirisches Almenland	✓		✓	✓		✓	✓				✓				✓	✓			
AT	KäseStrasse Bregenzerwald		✓	✓	✓		✓	✓				✓			✓	✓	✓			
AT	EnergieVision Murau					✓				✓		✓			✓	✓	✓			
BE	Support to agricultural diversification		✓				✓	✓			✓				✓	✓				
BE	Monitoring of HACCP actions	✓			✓		✓				✓				✓	✓				✓
BE	Setting up of young farmers	✓									✓				✓	✓	✓			✓
BG	Greenhouse production	✓	✓	✓	✓							✓			✓	✓	✓		✓	✓
BG	Farm development						✓								✓	✓				✓
BG	Agricultural farming	✓								✓					✓	✓				✓
CZ	Reconstructing cow-house for free moving cows			✓									✓			✓	✓			
CZ	Reconstruction of an animal waste-storage	✓											✓			✓	✓			
CZ	Construction of bio-gas station					✓							✓			✓	✓			
DE	Competence workshop for women in rural regions										✓				✓	✓			✓	
DE	Economic Initiative Diepholzer Moorniederung										✓				✓	✓				✓
DE	VulkanBike Trailpark							✓				✓			✓	✓				
DE	Bio-Energy Village Jühnde					✓									✓	✓				
DK	Establishment of downhill skifield						✓								✓	✓				
DK	Meeting point Idestrup							✓							✓	✓				
DK	Establishment of Aarø vineyard'	✓						✓					✓		✓	✓				
EE	Development of ostrich breeding farm	✓													✓	✓				✓
EE	Local food project "UMA MEKK" (own taste)				✓										✓	✓				
EE	Construction of bioethanol plant					✓									✓	✓				
EL	Organic livestock production	✓		✓				✓				✓				✓				✓
EL	Innovation in olive production				✓			✓				✓				✓				✓
EL	Bakery-Pastry							✓							✓	✓				
ES	Bottom-up Equality										✓	✓				✓				✓
ES	Set-up servicing enterprise for automotive sector							✓					✓			✓				✓
ES	Training strategy for services to people's needs.										✓					✓				✓
FI	Entrepreneurship-network for young people							✓							✓	✓				✓
FI	Smart village of the future - Ruhtinansalmi							✓		✓					✓	✓				✓
FI	Agro Living Lab	✓				✓				✓					✓	✓				✓
FR	Welcome & accompany newcomers in Séronais	✓	✓													✓	✓			✓

Country	SELECTED GOOD PRACTICES Name of Good Practice	Type of Good Practice											Rural area typology			Period		Group		
		Agricultural	Producer groups	Organic	Agri-food industry	Renewable energy	Farm diversification	Agri tourism	Basic services	Village renewal	ICT	Training/skills	Mountainous	Coastal	Peri urban	Remote rural	RDP 2000-2006	RDP 2007-2013	Women	Young people
FR	Development of short food supply chains								✓					✓						
FR	Residences for entrepreneurs								✓					✓						
HU	Model farm for rural development	✓				✓	✓								✓	✓	✓	✓		
HU	Implementation of rural development plan	✓			✓								✓			✓				
HU	Production of solar cell roof tiles				✓								✓				✓			
HU	Procurement of sires for launching new business	✓													✓	✓		✓	✓	
IE	Developing digital skills of Young People									✓	✓			✓		✓			✓	✓
IE	Foodskool - Promoting Healthy Eating										✓				✓	✓			✓	✓
IT	Telecottages & bundled services for teleworking									✓		✓				✓			✓	✓
IT	Integrated project cultural & environmental goods												✓			✓			✓	✓
IT	Ecological village for environmental education										✓				✓	✓			✓	✓
IT	Strengthening the local production chain		✓												✓	✓			✓	✓
LT	Establishing organic agricultural enterprise		✓	✓											✓	✓			✓	✓
LT	Young farmer establishment	✓		✓												✓				✓
LT	Further development of flower farm					✓									✓	✓				
LV	Farm "Vecsiljani"	✓			✓	✓									✓		✓			✓
LV	Industrial Trainings	✓	✓	✓	✓	✓					✓			✓	✓		✓			✓
LV	Farm development	✓	✓											✓	✓		✓			✓
MT	Setting up of new Greenhouses	✓						✓						✓	✓		✓			
MT	Rabbit Slaughtering & Processing Plant	✓			✓	✓		✓						✓	✓		✓			
NL	Foxheerd Housing and care facility							✓	✓					✓			✓			✓
NL	Introduction of biomass in horticulture				✓									✓			✓			✓
NL	Tierelier' Child daycare on farm					✓		✓						✓			✓			✓
NL	Farm Spa Nutter					✓		✓						✓			✓			✓
PL	Building of farm tourism centre in Wielgie Milickie					✓	✓		✓					✓			✓			
PL	Strategy for Lake District: integrate 9 communities										✓		✓		✓		✓			
PL	Building of sport/recreation center in Chmielów									✓				✓			✓			✓
PL	Centre for rural initiatives in Scinawce Gorne								✓			✓			✓		✓			
PT	Ecolignum - Madeiras Nobres de Vinhais														✓		✓			
PT	Diversification of the production chain					✓							✓		✓		✓			
PT	Bonduelle - AgroIndústria, S.A.					✓						✓			✓		✓			
RO	Vegetable farm modernisation	✓												✓			✓		✓	✓
RO	Animal farm modernisation				✓	✓								✓			✓		✓	✓
RO	Poultry farm modernisation				✓	✓								✓			✓		✓	✓
SE	Eldrimner		✓		✓										✓	✓				
SE	Fiber till byn							✓		✓		✓	✓	✓	✓		✓			
SE	Grogrund	✓	✓		✓	✓	✓				✓			✓			✓		✓	✓
SE	Biogas Brålanda				✓		✓							✓			✓			
SK	Continuing modernisation of Kolarovo Mill				✓									✓			✓			
SK	Sustainable forest management											✓					✓			
SK	Construction of agro-tourism 'Sunny farm'						✓							✓			✓			
SL	Greenhouses fo orchids	✓			✓										✓		✓			✓
SL	Eco story "Vrečkica" (bag)														✓		✓			✓
SL	Installing rooftop solar power plant on organic farm				✓										✓		✓			✓
UK	The Barn at Beal				✓	✓	✓						✓			✓				
UK	Overwater Marina					✓	✓							✓			✓			✓
UK	Plumgarths Farm Shop & Food Services Company		✓		✓									✓			✓			
UK	Genetic Improvement in Sheep & Beef Sectors	✓	✓		✓									✓			✓			✓
80	Total	26	12	8	17	10	24	13	10	5	7	13	16	11	32	26	43	39	13	28

Source: ECORYS

2 Good practices in Austria

For Austria the following good practices are included:

- Almenland
- Cheese route Bregenzerwald
- Energy Vision Murau

Almenland	
Project profile	
Good practice title	Almenland – The Almo culinary region: Almenland restaurants and regional (beef) marketing;(Almenland – die Almo Genussregion: Almenlandwirte & Rindfleischmarketing)
Location of the project	Austria - Steiermark - Östliche Obersteiermark, Oststeiermark, Graz AT223/224
Timescale	2000-2006 programming period
RDP Axis/Measure	Leader plus
Starting & end date	Start: 09-09-2002 End: 31-12-2006
Duration of application process	Over one year to sign the contract, 24 months for whole process
Project type	<ul style="list-style-type: none"> • Food marketing • Food processing • Collaboration in the food supply chain • Improvements in agricultural systems/practices • Agri-, Green- or Cultural Tourism • Farm diversification • Organic farming • Farming without genetic engineering
Brief description	<p>The project consists of two parts:</p> <p>Firstly, the Almenlandwirte is an initiative of 21 regional restaurants and inns - most of them also offering accomodation for tourists which have developed joint branding and offer regional kitchen, based on quality products.</p> <p>Secondly, the cooperation around the Leitmotiv Almo, i.e. the production and marketing initiative, which is covering the entire production chain for quality beef. This has been developed increasingly closely with Schirnhofer, a regional poducer of delicacies.</p> <p>Both actions are embedded in a broad partnership of municipalities, agricultural and tourist operators. The roots of the initiative go back to 1995 when the regional initiative Almenland was founded. The main idea is to promote and develop the market position of the Almo-region as 'Genussregion', which literally means 'the region of pleasure' for tourists and as the origin of a series of high-quality products.</p>
Project costs and budget distribution	<p>Total costs: 1.900.000 €</p> <p>RD programme funding: 591.000 €</p> <p>% EAFRD in total costs: 31,11%</p> <p>Matching finance (total):1.309.000 €</p> <p>Of which: - Private funding: 1.057.000 €</p> <p style="padding-left: 20px;">- Public funding: 252.000 €</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results from 2000-2007:</p> <ul style="list-style-type: none"> • 50 projects with investment volume € 20 mil. finalized • > 20 new Almenland companies and/or organisations, associations founded with generated yearly revenue of approx. € 15 mil (gold, Almenland wellness and bee products) • 900 farms secured, 240 new local jobs (full- or part-time) developed • regional slaughter house has been safeguarded • ALMO Program with € 6,3 mil. revenue per year for the contract farmers, and € 5 mil. for stables • 20 Almenland-restaurants for the ALMO gastronomy • 170 Almenland-guestrooms with high quality level invested (€ 6 mil.) • The number of overnight stays increased bas well as the duration of the stay (+10% yearly since 2004) • 65 companies in the Almenland business organization • Development of a regional brand system (Naturepark Almenland – The ALMO delightful

	region)
Commentary	
Need for the project	<p>The initiative is centred around the unique scenery, i.e. the large contiguous area of alpine pastures and traditional farming practice which form the basis for high-quality strategies in meat production and 'culinary tourism', i.e. soft tourism based on trekking, biking, nordic skiing ... and regional kitchen. The overall approach targets the generation of regional incomes and added value through continuous innovation and quality improvement. An important point is the generation of 'regional economic cycles', i.e. the maximisation of regional inputs to the production chains in various fields. The need for the project lies in the Implementation of a professional regional project development and marketing structure: The Almenland Marketing LTD, which has the following aims</p> <ul style="list-style-type: none"> • Develop a professional advertisement and regional branding „design“ for the whole region and sectors (agriculture, tourism, crafts, culture): >Corporate Identity (important communication factor for inner marketing too!!) • Create an organized financial structure (>action pool) • Be responsible for professional project development for the whole region following the joint guidelines and the development program of the ALMENLAND (>LEAD projects) • yearly local secured budget for activities: € 500.000,-
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> • There was excellent support provided for the BP process from the Agency gfa – Gesellschaft für Absatzförderung GmbH (score 1) • They had the right skills in-house to undertake Business Planning unsupported (score 2) • The applicant used a specialist agricultural / economic development consultant to prepare the grant application and also had in-house competences and wide knowledge from the partner Schirnhofer
Application process	<p>The administrative process was lengthy; however they had experience from the program LEADER II. Also the responsible authority, the department 16 of the Styrian federal state government offered good assistance. For the documentations and accounts is a high administrative need, so that in the LEADER management 2 persons are employed, who fulfil the administrative ranges apart from the project management also. The period between production of the concept and permission lasted over one year.</p>
Context and initial conditions	<p>The Status Quo 1995 was:</p> <ul style="list-style-type: none"> • 12 communities with 12.500 inhabitants in a high alpine pasture region in eastern Styria • small scale agriculture and forestry • high agricultural quote • very strong migration in the 80's and 90's • migration of high quality workforce and "regional knowledge" out of the region on the peak • high percentage (46%) must work outside the region • Decline in overnight stays (overall tourist slowdown) • Very weak financial situation of the 12 communities (only 25% of the average in Styria) • High deficit in the regional balance of trade
Current employment conditions	<p>A good practice code for rearing the quality cattle was first developed and subsequently qualification and training offers for farmers and providers of tourism services prepared the ground to implement the certification strategy. This is done by independent controlled bodies. This has been the foundation for the key step in economic terms: cooperation with Schirnhofer. Currently about 550 farmers have a partnership agreement with Schirnhofer. It is a win-win-situation. The famers guarantee a steady supply of quality meat, and the producer feeds it into two main marketing channels: his sells stands in the supermarket-chain as well as the exclusive supplier of meat products for the Almenlandwirte. The foundation of the Almenland Marketing Company is a major milestone of the development process. The company has three stakeholders, Schirnhofer, the LAG and the tourism association. All decisions have to be taken by a two-thirds majority. The company provides an annual budget of about 360.000 EUR for marketing of the region. E.g. 80,000 flyers about the Almenland are disseminated via the sales stands, press contacts to mass media.</p>

<p>Specific factors that determine Good Practice</p>	<ul style="list-style-type: none"> • This project is a good example of the integration of mountain farming, tourism, national park management and local economy. • A strict principle is the open and transparent production process and the complete identification of the beef's origin at every stage of the process. This principle is being kept strictly despite the additional costs it causes in the production process. • The Almenlandwirte, i.e. the organisation of restaurants, hoteliers and inns is a organised working community and thus very flexible. The members have agreed on standards and recently three categories of the offer have been defined - e.g. the categories defines the number of fresh dishes which should be prepared daily based on Almo as well as other regional specialities. The staff of the restaurants and inns have received training in terms of a basic understanding of the production cycle, the synergies between traditional forms of cattle raising and preservation of the landscape etc. • The LEADER - Management is very demanding to fulfil because of the administrative procedures. It became necessary to set up a professional management in the Almenland Ltd. for the project and additionally to hire a person for the administrative work. For the project completion also specialists of the company Schirnhofner (marketing, lawyer, commercial artist) had to be here-pulled, who brought in expertise for the project. Without this partnership with Schirnhofner and the financial support the project could not have been carried out in this way by the region Almenland.
<p>Lessons learned on project development and delivery</p>	<p>Lessons we learned:</p> <ul style="list-style-type: none"> • You need a distinctive and homogeneous region for such a big project; • You need a broad based organizational structure also with clear financial responsibility (communities, associations etc.) This is crucial!! • Your financial baseline must be secured for the whole periode! • Have a long time frame for your development plans; 15 years - is the minimum! • Clear targets and a clear positioning/labeling of the region are major clues for success; • Create or identify LEAD projects and LEAD products as well as a strong regional branding, which MUST have regional significance (history, landscape, products, social or cultural heritage etc) as soon as possible. Stay clear; do not change more than once! • Inner – Marketing is much more important to establish this corporate identity within the first 2 to 5 years than outer marketing; • You have to take financial risks in time in order to be successful when it is needed > the ALMO beef project was established on the peak of the BSE crisis; • Common interests are always of higher value than single interests; • Search for the appropriate partners and LEAD companies and finalize this partnership with „good contracts“; • Build a professional development and marketing structure; incorporate the main regional partners there! • Establish tools for self evaluation and project controlling from the very beginning.
<p>Success factors</p>	<ul style="list-style-type: none"> • the regional players back-up the initiative and see the initiative as a win-win situation • cooperation with a large regional producer who safeguards steady demand for the farmer's key product and opens new marketing channels for a wide audience • professional management of the Local Action Group on a multi-annual basis • joint execution of the ALMO quality meat program on highest possible level including an europe wide recognized Quality Management System, GMO free production is mandatory!! • Incorporation of existing marketing and media partnerships as well as building of new joint ventures with institutions such as tourism associations, slow food international, GREENPEACE etc.

Transferability	<p>The major aspect, which marks this action is the continuous development of a branding which is in all cases orientated towards high standards. The basic underlying strategy is simple and straightforward, i.e. to bundle individual producers and service providers and assist them in the development of a professional and demand-oriented marketing strategy. The implementation of the strategy is backed up by the generation of organisational structures, which seek to develop a clear concept for economic sustainability.</p> <p>The micro-regional situation, i.e. a regional producer, who perceives the opportunity to base a quality strategy on endogeneous resources and thus contributes to a major step towards professionalisation of the initiative, might not be always transferable.</p>	
Additional information		
Contact details	<p>Organisation: Almenland Name: Franz Kneissl Phone: +43-3179-2300014 Email: franz.kneissl@almenland.at Website: www.almenland.at</p>	
Logo/photo/location map		



Cheese route Bregenzerwald	
Project profile	
Good practice title	Erlebniswelt - Käsestraße Bregenzerwald (themed adventure world - cheese route Bregenzerwald)
Location of the project	Austria; Vorarlberg; Bludenz – Bregenzerwald AT341
Timescale	2007-2013 programming period
RDP Axis/Measure	Leader – Measure 413
Starting & end date	Start: 18-05-2009 End: 26-10-2010
Duration of application process	2 months
Project type	<ul style="list-style-type: none"> • Food marketing • Collaboration in the food supply chain • Agri-, Green- or Cultural Tourism • Skills / training: producers are invited to the different presentations (awareness rising; product development)
Brief description	<p>The 'Erlebniswelt Käsestraße' wants to showcase the cheese products of the region and develop a joint identity by providing a platform for presentations, lectures, tasting, marketplaces, exchange of knowledge etc. The collaboration between stakeholders in agriculture, tourism and commerce is strengthened and guests are enabled to experience local products, which in turn promote the goods and the region.</p> <p>The main beneficiaries are small-scale farmers and the gastronomy as well as consumers, wishing to purchase locally sourced, high quality products.</p>
Project costs and budget distribution	<p>Total costs: 210.000</p> <p>RD programme funding: 61.186 €</p> <p>% EAFRD in total costs: 29,14%</p> <p>Matching finance (total): 148.814 €</p> <p>Of which: - Private funding: 84.000 €</p> <p>- Public funding: 64.814 €</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> - The region is characterized by small-scale farming. This project safeguards the mode of farming and workplaces of 1200 farming families and 90 alpine dairies. - 180 partners from different sectors are taking part in collaborative work - Business turnover through direct marketing has increased significantly, raising in turn the independence of the producers from big-buyers. - 2100 customers / visitors at the project part 'Genusstage' (regional food festival) in 2009
Commentary	
Need for the project	<p>The 'Käsestraße Bregenzerwald' is located in the northeast of Vorarlberg, the most western province of Austria. Since 1995 the Bregenzerwald has been a LEADER-region. On the initiative of the "Regionalplanungs-GesmbH" which acted as LAG, the Bregenzerwälder Käsestraße has been designed as key project within the LEADER-programme. The initiative was founded officially in 1998. The development of the 'Käsestraße' was the reaction on the expected price-cuttings for (agricultural) products after joining the EU and the approach to offer farmers, dairies but also people of other sectors new possibilities for marketing their products on a fair price. The 'Erlebniswelt Käsestraße Bregenzerwald' plays an important part in sharpening the profile of the region while interlinking agriculture and tourism productively.</p> <p>The RD funding enabled the organisation to implement projects with a greater dimension and significance. It was an important impulse to rethink the institutional structure and generated motivation for the partners involved.</p>
Business Plan	The support provided for the BP process from the Agency was excellent (score 1)

development (1 = excellent, 5 = very poor)	<p>They had poor skills in-house to undertake Business Planning unsupported (score 4)</p> <p>The applicant used the consultancy services of “Telesis”, specialized in LEADER projects, in the BP development and application process.</p> <p>One problem encountered is that too many times the costs of projects are overestimated by the applicants. Cost-transparency could lead to a better distribution of the resources.</p> <p><u>We would therefore encourage intensified audits of project proposals.</u></p>
Application process	<p>The challenge was finding the right programme for the activities planned. This quest took several meetings in several authorities. Once the programme was clear a LEADER consultancy bureau did a good job guiding us through the forms. This process took overall 5 to 6 months. The federal state of Vorarlberg as regional administrative body handled the application straightforward and provided a contact person.</p> <p>From the time of submission it took another 2 months until the contract was signed.</p>
Context and initial conditions	<p>The Topography of the Bregenzerwald varies from hills and grassland in the Northwest and pre-alpine topography in the southeastern part. The most important branches of economy are tourism, small-scale agriculture, commerce and trade. More than 10% of the working population are still employed in agriculture, which is high in comparison to the Austrian average. One of the biggest challenges is to hold the population in the region. Initiatives like ‘Erlebnisswelt Käsestraße’ intend to countervail urbanisation by improve the quality of life and safeguard workplaces in the region.</p>
Current employment conditions	<p>In the agricultural sector, the small-scale farmers are family businesses that work without extern helpers. The tourist industry and gastronomy face more difficulties in the employment. Even though there are first class training centres for that sector, most locals do not want to enter this career. Therefore cheap and foreign labour in this business is on the rise.</p>
Specific factors that determine Good Practice	<p>This project is a good example of integration of mountain farming, tourism, culture and local economy.</p> <p>The management of the ‘Erlebnisswelt Käsestraße’ is accepted to represent the interests of the small-scale farmers and the tourist industry.</p> <p>The intensive networking between agricultural producers and tourism creates synergies, that facilitate the region to provide sustainable and high-quality tourism and provides future prospects of the region.</p> <p>The project is progressing towards financial stability. Starting 2011 partners are supposed to contribute € 50.000 each for agriculture, tourism and the public sector.</p>
Lessons learned on project development and delivery	<p>The key lesson learnt is to set clear priorities instead of trying to fit it all in. Another important factor is to enter the application process well prepared.</p>
Success factors	<ul style="list-style-type: none"> - intensive networking between agriculture and tourism - self- conception as an active platform and not as an administrative control centre - intensive on-site dialogue with the businesses !
Transferability	<p>To transfer a project like the ‘Erlebnisswelt Käsestraße’ a broad basis of representatives of different sectors of region have to bethink them selves of a distinguishing feature of the region. This can be a product or a cultural heritage – something the region is especially good in, has tradition and history.</p>
Additional information	
Contact details	<p>Organisation: Käsestraße Bregenzerwald</p> <p>Name: Michael Moosbrugger</p> <p>Phone: 0043 5512 236523</p> <p>Email: info@kaesestrasse.at</p> <p>Website: www.kaesestrasse.at</p>
Logo/photo/location map	



Energy Vision Murau	
Project profile	
Good practice title	Energy Vision Murau, Energievision Murau (EVM) – heading on to 100 % renewable energy
Location of the project	Austria NUTS3 Code/name: Upper Styria West AT226
Timescale	Programme period: 2000-2006 and 2007-2013
RDP Axis/Measure	Axis 3 and 4
Starting & end date	Start: 01-01-2003 End: ongoing
Duration of application process	The application process for various national and federal funding took between 3 and 6 months. Since there have been many funding sources involved of which a great deal was administered by the administrative authority of the federal state, the exact duration of application is not retrievable.
Project type	<ul style="list-style-type: none"> • Development of a regional energy strategy and implementation plan • Participation process, involvement of stakeholders and enterprises • Development of renewable energy projects and energy efficiency • Skills / training • Other: network development
Brief description	Development of a regional sustainable energy network in a bottom-up approach to induce the powers of self-organization and self-responsibility in the region for the implementation of energy self-sufficiency in heat and power until 2015; create prospering small scale economics, actualize the value of local, renewable resources; create value-added through energy export, strengthen the regional economy, protect and create local jobs.
Project costs and budget distribution	Total costs: 250.000 €: for accompanying and consulting the work of the Energievision Murau (EVM). Of which: - Private funding: 25% - Public funding: 75%, ~50% of which are EAFRD funds (~ € 93.750)
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Since the start of the initiative:</p> <ul style="list-style-type: none"> • 2 biomass CHP plants were implemented, introducing an innovative combination of district heating and green electricity production to the region. • 4 biomass micro-nets and 24 small scale district heating plants were built. • In the private sector, about 500 new biomass heating systems have been built so far. • The total thermal power output of all biomass heating plants amounts more than 20.000kW. • In the field of thermal solar energy, about 2000m² solar collectors were installed within the last 4 years. • In the field of electricity small scale hydro power plants produce over 40% more electricity than the overall consumption of the district of Murau. • The share of biomass in the total heat consumption of the district has risen from 47% in 2001 to 63 % in 2009.
Commentary	
Need for the project	District Murau is high in renewable resources like sun, biomass, water and wind, but has a low economic performance with simultaneous migration. From the background of a region in a rural mountainous area without strong industry or research institutes, there is a need for strengthening from the inside of the region in order to start and steer a development process with relevant implementation. The aim of the Energy Vision Murau (EVM) is to establish sustainable regional process to create a self sufficient district of Murau by 100 % renewable energy. Aims are the creation of additional regional value from renewables, in the housing and construction sector and the realization of energy targets, defined by the regional players to strengthen the sustainable development of the region. The point is to

	<p>bundle the local resources and mobilize the people and actors under the common goal of sustainable development on the basis of energy self-sufficiency.</p> <p>For the support of its development, Murau has received funding as Objective 2 region in the period between 2000 and 2006. Also, the district is part of the ERDF regional support for “competitiveness and employment” for the time 2007 -2013.</p> <p>The budget for accompanying the work of the Energy Vision Murau and for consulting is about 250.000 € for the period 2002 until 2010. The budget for the process comes from the government of Austria and the Province of Styria, while a 5 % came from the municipalities. Even though the contribution of the Energy Agency Upper Styria (EAO) could have been possible without public funding, the agency couldn't have operated without public funding as independent supervisor and unbiased mediator. However, this position has proven to be most important for the development of the network.</p> <p>The EVM initiated a great number of follow-up projects that amounted so far for a total investment of about 15 million €. Most of the investment is done by companies and private people. Public subsidies for investments will be between 20 and 30 %. Green electricity projects will get higher feed in tariffs according to the law of green electricity.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>-There has been excellent support provided for the BP process from the energy agency (score 1)</p> <p>-They had more or less the skills in house to undertake Business Planning unsupported (3). Many players in the EVM are representatives of municipalities or SME and capable of organization on their own. However, the bottom-up approach and the creation of a sustainable network required an unbiased, independent consultancy service by the agency and an additional consultancy company</p>
<p>Application process</p>	<p>The need for support was ascertained in workshops at the beginning of the formulation of the project together with regional key players. The Energy Agency Upper Styria (EAO) undertook extensive research for appropriate funding programmes and finally applied for provincial, national and EU support.</p>
<p>Context and initial conditions</p>	<p>Murau is situated in the western periphery of the Upper Styria, surrounded by mountains in the northern, southern and western side. The district consists of 34 communes and covers an area of about 1,385 km². The forest area bears the greatest potential for sustainable energy in the district. The latest studies report that only a part of the annual growth is economically used. About 20 % of the population earns their living on the income of agriculture, forestry and the related processing industry. Industrial companies are few and small in size. The greatest single employer is the state hospital Stolzalpe. The region is characterized by base labor productivity, low job offer and a high share of people working outside the district. Increasing migration and over aging of the remaining population are the main problems of the region.</p>
<p>Current employment conditions</p>	<p>The peripheral region is characterized by base labour productivity, low job offer and a high share of people working outside the district. The actualization of the value of local renewable resources and know-how strengthens the economy of the region. The projects initiated by the EVM created and secured local workplace in energy related sectors.</p>
<p>Specific factors that determine Good Practice</p>	<p>From the beginning of the project, the contribution of local citizens and regional integration were considered fundamental for the development of the Energievision Murau (EVM). At the “Energy Meeting”, where the goals and the vision were originally formulated, regional key players from all energy relevant sectors were involved in a bottom-up participation process. The EVM is geared to be anchored in the community on a broad basis and to create regional synergy effects. For the sustainable development of the network later on, the socio-technical support model was developed. The tool was introduced to maintain stable constellations and vibrant dynamics within the network, ultimately leading to a self-sustaining, self-organizing network.</p> <p>For reaching the targets, working groups have been installed to different topics, lead by EAO. These groups prepare different investment projects and awareness creation to the topics biomass, solar, ecological buildings and reconstruction.</p>


	<p>The network of the regional energy initiative is divided into several groups to better pursue the goals of the EVM. The groups were designed to fit both the fields of expertise and interest of the local stakeholders and the potential of the community for energy sustainability.</p> <p>Counseled by the support team, a learning process is initiated with each task, which strengthens the participating players and gives them more opportunities to actively involve themselves within the structure. In a multiplier effect, local decision makers and key players evolve activities that are able to transcend the possibilities of the network.</p>
Lessons learned on project development and delivery	<p>Consultant services should be provided on both the technical level and the social level. The Energy Agency Upper Styria EAO cooperated with a consultancy company to ensure ideal support of the developing network. Project management is important from an independent organization like EAO, to keep a continuous process in operation.</p>
Success factors	<p>Success factors are:</p> <ul style="list-style-type: none"> • The active involvement of the people of the region right from the beginning • The focus on the main opinion leaders and key stakeholders and their perspective on project related issues. • A mutual vision that unites people from different backgrounds • The organization of the network in various groups, core group (steering group) and topic groups (working groups).
Transferability	<p>The project was developed to be transferable to other regions. There are likely to be many communities that share comparable features with district Murau. There are currently efforts to expand the model project to the larger scale of the NUTS 3 area. The design and implementation of the EVM was already subject to international experience exchange in the course of European research projects.</p>
Additional information	
Contact details	<p>Organisation: regional energy agency Name: Energieagentur Obersteiermark/ Energy Agency Upper Styria Phone: + 43 3577 26664 Email: office@eao.st Website: www.eao.st</p>
Logo/photo/location map	 

3 Good practices in Belgium

For Belgium the following good practices are included:

- Support to agricultural diversification: Marketing & accounting
- Setting up of young farmers
- Monitoring of HACCP actions

Support to agricultural diversification: marketing & accounting	
Project profile	
Good practice title	Service offering guidance in management and marketing action, targeting the promoters of agriculture diversification within the frame of the Rural Development Programme 2000-2006 ("Service pour un encadrement en matière de conseil en gestion et d'action de marketing visant les promoteurs de diversification en agriculture dans le cadre du programme de développement rural PDR 2000-2006")
Location of the project	Belgium NUTS3 Code/name: BE 343
Timescale	Programme period: 2000-2006
RDP Axis/Measure	axis 3 and LEADER+ At the time of the project, it has been done under measure 8 of the RDP which tackles "Services et infrastructures nécessaires au développement d'activités agricoles et du monde rural"
Starting & end date	Start: 1/04/2002 End: 30/06/2006
Duration of application process	The contact person only started working for CER in 2004, he was not involved in the application process. None of his colleagues have any information about the process.
Project type	Mainly: <ul style="list-style-type: none"> • Farm diversification But also: <ul style="list-style-type: none"> • Food processing • Food marketing
Brief description	The project was meant to support farmers wishing to develop their diversification activities and divided into two parts: <ul style="list-style-type: none"> • A financial / accounting component aiming at analysing prices, investments plans and financial plans; • A marketing component aiming at improving "visual" marketing of diversification products
Project costs and budget distribution	Matching finance (total) ...473,018 Eur Of which: - Private funding ...0 - Public funding ...100 % (75% MS and 25% FEOGA)
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts for the period 2002-2006 on the basis of the monitoring system, such as: 209 established contacts 11 working contracts 107 guidance/consulting missions and assessments realized 44 propositions to promoters 319 realizations Results/outcomes/impacts for the period 2002-2006 on the basis of a survey: For 50% of the respondents the turnover has increased since the support provided, however, this progression is only partly assigned to the 'support instruments' provided. More than 70% of the respondents would be willing to pay for the services provided.
Commentary	
Need for the project	There was a need for financial studies for diversification projects. At this stage, it is unclear whether this need was highlighted by the base (farmers) or by the policy makers.
Business Plan development	The contact person only started working for CER in 2004, he was not involved in the Business plan development. None of his colleagues have any information about the process.
Application process	The contact person only started working for CER in 2004, he was not involved in the application process. None of his colleagues have any information about the process.
Context and initial conditions	Marche-en-Famenne is a Walloon municipality located in the Belgian province of Luxembourg. It is the capital of the Famenne region, sandwiched between the Condroz to the north and the Ardennes to the south.
Current	The community of Marche has traditionally a lot of employment in the public sector: more than

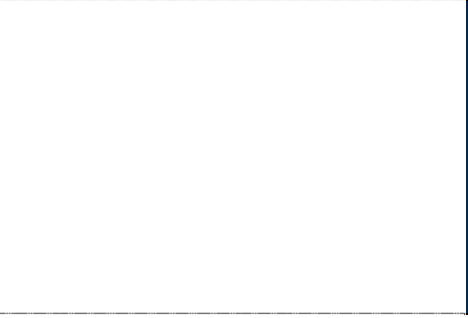
employment conditions	50% of total employment which accounts for 4500 employed people (Total payed employment = 9500). 1400 self-employed people are located in Marche. With those figures, Marche constitutes the main employment area in the Nord of the Province of Luxembourg and even the adjacent areas in Liege and Namur. According a study performed during the 'Projet de développement territorial', the community is one of the 26 exporters in the Walloon region. In the community there are no international enterprises, but numerous family SME's, in divers sectors. Together they employ 300 people. The Centre for Rural Economy (CER) employs 200 people; half of them with a university education. In 2010 started the construction of a Science Park, where CER will offer an incubation area for young entrepreneurs. ²
Specific factors that determine Good Practice	Supporting entrepreneurs who want to diversify their farm activities aim at improving farm income and so impedes the loss of farms and employment in agricultural sector in the region.
Lessons learned on project development and delivery	The project delivered free advices to farmers. Offering <u>free</u> services is not especially a good thing. Free work is not always considered for what it's worth and one could improve farmers' implication by asking a participation fee (even low). Asking farmers' to intervene in the project costs results in more implication.
Success factors	Initially, this project was meant to support another RDP project. It became particularly interesting because it could support farmers that can not afford paying advice services. It can be considered successful thanks to the satisfaction of a few persons to "word-of-mouth" advertising.
Transferability	This project could be replicated but taking the lessons learned into account.
Additional information	
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Logo/photo/location map	

² http://www.marche.be/economie/economie_marchoise/statistiques_economiques_de_marche_en_famenne

Setting up of young farmers	
Project profile	
Good practice title	Setting up of young farmers - Vestiging van jonge landbouwers
Location of the project	Belgium, NUTS3 Code/name: Flemish Region
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Flemish Rural Development Programme 2007-2013, Axis 1, Measure 112
Starting & end date	Start: 26-08-2008 - End: ongoing
Duration of application process	12 months Date of application: 26/8/2008 Date of formal approval: 18/8/2009
Project type	Take over of an agricultural business
Brief description	The farmer is 38 years old (younger than 40); He fulfills the minimum requirements regarding training because he graduated in the agricultural college of Melle in 1990. Between 1991 and 2008 he assisted his father. When his father retired in 2008 he took over the business. The Provincial Government of West-Flanders delivered a permission to run the business (with cattle, pigs...) under limitative environmental conditions; The business does its bookkeeping in cooperation with SBB (bookkeeping organization); Sufficient production and emission rights are available. The documents proving this were presented. The sale of the produce is realistic; A calculation proving the viability has been made; A business plan is submitted. The aid was granted by the Flemish Agricultural Investment Fund in the form of a capital incentive and an interest rate subsidy. The capital incentive amounts to a maximum of 25.000 €. The capitalised value of the interest rate subsidy amounts to the maximum of 30.000 €.
Project costs and budget distribution	Total costs:276.195 € RD programme funding:55.000 € % EAFRD in total costs: 30,00 % Matching finance (total): 276.195 € Of which: - Private funding:221.195 € - Public funding: 55.000 €
Actual or projected project outputs in terms of results, outcomes and impacts	The agricultural business represents an equivalent of 2,10 full-time jobs
Commentary	
Need for the project	It remains risky to establish oneself, among other reasons because of the size of the capital investment per business, the limited profitability, the long pay-back periods in the agricultural sector and the need for a full income for the family. Setting up is a remaining point of interest for the Flemish authorities.
Business Plan development (1 = excellent, 5 = very poor)	Support provided for the BP process from the Agency: score 5 The right skills in-house to undertake Business Planning unsupported: score 2 No consultancy services have been used at the time of the preparation of the business plan. A general survey concerning the problems that young farmer have to deal with in the preparatory phase of setting up would be very useful. Most of the scientific information concerning these problems is outdated. A study group with agronomists, economists, jurists and members who understand the familiar problems could have provided this.
Application process	The process started on the 26/8/2008 when the young farmer announced his intention to set up as a farmer. The Flemish authorities took notice of this intention and opened a file. On the 23/12/2008 the bank who financed the project presented a complete file. The file contains an agreement


	<p>concerning the take over of the agricultural business, certificates proving the training and competences, a document concerning the financing of the setting up costs and a kind of business plan.</p> <p>An official of the Flemish government examined the file and consulted with the young farmer the 20/4/2009 concerning his setting up plan.</p> <p>The head of the Flemish Agricultural Investment Fund or the minister of agriculture decides if the aid is granted taking into account all the elements in the file.</p>
Context and initial conditions	<p>Employment in agriculture is constantly diminishing. Less than 1 % of the working population is still working in this sector. Nevertheless agriculture is an essential part of an important agro-food complex. The preservation of an important number of viable agricultural businesses is essential for a prosperous agro-food complex, which represents over 10 % of the working population in the Flemish region.</p>
Current employment conditions	<p>The kind of employment on Flemish farms is mainly family related (farmer, husband, wife, helper). An increasing number of company's exploiting large farms (in particular in horticultural sector) use paid labourers. Only a few hundred of Flemish agricultural businesses have more than 5 paid laborers.</p> <p>In a situation where the dimension of the farms increase constantly and the familial labourers decrease, a growing number of farmers bring in seasonal workers mainly coming from Eastern Europe. In this circumstances housing and accommodations for these labourers are provided.</p>
Specific factors that determine Good Practice	<p>The initiative specifically benefits young people in rural areas.</p>
Lessons learned on project development and delivery	<p>Defining the costs of establishment is difficult.</p> <p>Is it sensible to exclude a young farmer who creates a new farm-exploitation from setting up aid?</p> <p>Is it opportune to encourage a formula of setting up where the young farmer gradually takes over a small part of the business in order to give the precedent owner the possibility to leave the farming business gradually and share his experiences with the young one?</p> <p>Is it opportune to encourage the setting up as an administrator of a company exploiting a larger farm or horticultural business in stead of setting up as an owner of a one-man business?</p> <p>Why is there still a great number of young farmers who have problems to meet the conditions for eligibility?</p>
Success factors	<p>The whole entourage of the young farmer on which he can rely (especially parents).</p> <p>The agricultural and environmental policy in the region.</p> <p>The EU agricultural policy.</p> <p>Good perspectives for the agricultural business (markets, income).</p> <p>A minimum of legal certainty.</p> <p>Adapted structures that facilitate the exploitation; internal structures as well as external.</p>
Transferability	<p>The measures are applicable in regions with similar agricultural structures, where the costs of setting up are high.</p> <p>Giving aid under specific conditions (respect for minimum standards regarding viability, environment, training...) allow the authorities to steer the farmers and the exploitations in a desired direction.</p>
Additional information	
Contact details	<p>Organisation: Flemish Agricultural Investment Fund</p> <p>Name: Johan De Schryver</p> <p>Phone: 02/552.74.76</p> <p>Email: johan.deschryver@lv.vlaanderen.be</p> <p>Website: www.vlaanderen.be/vlif</p>

Logo/photo/locati
on map



Monitoring of HACCP actions	
Project profile	
Good practice title	Advisory and monitoring of HACCP actions at craftsman and farmers involved in a transformation process (HACCP: Hazard Analysis Critical Control Point is a systematic preventive approach to food safety and pharmaceutical safety that addresses physical, chemical, and biological hazards as a means of prevention rather than finished product inspection)
Location of the project	Belgium NUTS3 Code/name: Walloon Region (Province of Hainaut excluded)
Timescale	Programme period: 2000-2006
RDP Axis/Measure	Measure 8 of the RDP
Starting & end date	Start: 1/10/2001 End: 30/06/2006
Duration of application process	9 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Food chain security
Brief description	This project provides advisory and consultancy services to small farmers. Tailor-made self controlling systems are developed and implemented on a case-by-case level. All work is based on the implementation of the HACCP methods and an adapted traceability system (the focus of the project is on measures related to hygiene).
Project costs and budget distribution	Total costs: 1.226.000 EUR RD programme funding: 306.500 EUR % EAGGF in total costs: 25% Matching finance (total): 919.500 EUR (75%) Of which: - Private funding 0% - Public funding 100% (Walloon Region)
Actual or projected project outputs in terms of results, outcomes and impacts	100 information and awareness actions 4,5 jobs created (3,5 engineers and 1 technician) 179 businesses assisted or taking part in collaborative activity, of which 114 have attained the final step (step 14 in the HACCP method) More than 2400 very short interventions realized. Important number of jobs maintained at the level of the final beneficiaries (small farmers)
Commentary	
Need for the project	The need for the project came from the situation in the field itself. A lot of VSE and SME in the Walloon Region were not in conformity with the national rules on food security and hygiene. Therefore action was needed to reduce the number of companies that did not comply with national legislation. Typically small farmers had a lot of difficulties in understanding the legislation. Moreover, they very often did not possess the necessary human and financial resources to cope with the complex issues related to food security and hygiene. Experience has also shown that these small farmers were not very pro-active when problems occurred. Especially with regard to the outside world, a certain apprehension of discussing their problems persisted, as they feared the Federal Agency for Food-chain Security (ASCA), the Agency responsible for controlling the correct application of the legislation.
Business Plan development	The business development plan has been written between February 2001 and November 2001. Some consider this 9 month period as quite long, but according the responsible at the Walloon Region this period is in accordance with similar subvention initiatives. No significant difficulties have been encountered during this preparation process. The beneficiary of the subsidies – Unité Technologique des IAA (FUSAGx) – has drawn on own resources to draft the application fiche.

	<p>As there were 3 different business plans being developed in 2001, some coordination and exchange of information was needed during the process. Besides the above described RDP project, 2 other projects of complementary nature were submitted:</p> <ul style="list-style-type: none"> ▪ “Strengthening the Centre of Quality Expertise” (CEQ), a phasing out Objective 1 project in the province of Hainaut dealing with the same issues as the RDP project (focus on hygiene) (co-financed by EAGGF). ▪ “Establishment of security procedures (HACCP method) at farmers in the provinces of Liège and Barbant Wallon”, a project 100% financed by the Walloon Region and also complementary to the RDP project (focus on hygiene). <p>As the transformation of milk (into other products such as cheese or yoghurt) represents more than 70% of the advisory activities in the field, the Walloon Region decided to also launch technical assistance projects for the farmers (in parallel to the hygiene projects):</p> <ul style="list-style-type: none"> ▪ “Technical and technological assistance to producers and transformers of milk products”, a project that was financed for 100% by the Walloon Region. ▪ “Valorizing milk production through the development of transformation into qualitative diversified traditional handicraft products”, a Phasing-out Objective 1 project in the province of Hainaut (co-financed by EAGGF).
Application process	<p>All of the 5 above mentioned projects were grouped into a Subvention Convention at the level of the Walloon Region in 2001. For the 5 promoters of the projects the application process was experienced as rather smooth. At the regional level a lot of effort was devoted to coordination and management of the different applications. For this a selection committee was set up, containing civil society actors, political representatives and actors issued from the agriculture sector.</p>
Context and initial conditions	<p>As a clear need for this type of support projects has been identified in the field, the Walloon Region had to cope with the variety of rural areas with their distinct characteristics. It was in this context that the Region decided to set up 5 parallel projects, all complementary to each other, but all focussing on different geographical areas (provinces) and different themes (hygiene or technical assistance). The Region was sometimes accused of taking over private consultant activities by supporting these projects. However, experience has shown that small farmers do typically not rely on external consultants for guidance, and very often remain silence when confronted with problems. This is also the reason why the Region decided to complement the assistance activities with information and awareness campaigns.</p>
Current employment conditions	<p>The diversification and transformation actions (often female activities in the farm) supported by this project have allowed farmers to generate additional revenues (on top of their traditional activities and revenues). In some cases these alternative activities have developed very fast and have outgrown the traditional activities. These alternative activities have in all cases generated additional resources for farmers, sometimes guaranteeing the survival of the farm and thus the maintenance of the job(s).</p> <p>With regards to the direct jobs created thanks to the project, 4,5 FTE jobs were created of which 3,5 FTE engineers and 1 FTE as a technician. These jobs still exist today, as the activities started during this project are still up and running in the Walloon Region.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> ▪ The multi-disciplinary nature of the support provided has been proven very successful in the field and is a unique feature of this project; ▪ The accumulation of knowledge fields (scientific, technical, legal, etc.) has made the project more complex but also more adequate and relevant in its activities. ▪ The broad partnership and the close coordination and monitoring by the Walloon region have made this project an example for others; ▪ The fact that the activities of the project stood in direct relation with identified needs in the field have made the delivery more effective.
Lessons learned on	<p>In a complex context, with different target regions and different projects teams (and</p>

<p>project development and delivery</p>	<p>promoters) the Walloon region has played an essential role of coordination. As there was a clear juxtaposition of partners and projects, the region decided to create a coordination unit (the CQPF: Cellule Qualité Produits Fermiers). Every 6 weeks this unit organised a meeting with all partners and every 3 months the partners were invited to a Monitoring Committee (presided by the Walloon Region). The objective was to monitor the actions and results of the different partners and to exchange information. After the 2000-2006 RDP project the monitoring system was strengthened by adding additional result indicators to the list of output indicators, as well as targets and objectives.</p> <p>A second lesson is related to the efficiency of the project. After the EAGGF funding ended in 2006, a more efficient cost model had to be developed in order to maintain the activities. From 2007 onwards the annual budget for the project was more than halved. This meant that objectives has to be redefined, that the geographic coverage has to be rethought, that visibility had to be increased, that a better coordination was needed and that costs has to be reduced. In order to make beneficiaries more responsible of their actions and to create more involvement, the final beneficiaries were asked to contribute financially (5% of cost) (which was not the case under the RDP 2000-2006).</p>
<p>Success factors</p>	<p>The most important success factor of this project is it effectiveness in delivering results in the field and its subsequent sustainable character. The project has lead to diversification and transformation of farm activities, as well as to compliance with security regulation. After the end of the project in 2006 the Walloon Region has decided to continue its activities. As regulation and market preferences change constantly, the need for such support and assistance has remained high.</p>
<p>Transferability</p>	<p>The project has a high degree of transferability as compliance with (evolving) legislation is an important issue in all EU regions and Member States. Moreover, diversification and transformation of farming activities is crucial for the maintenance of financially healthy farming activities in Europe.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>Organisation: Service public de Wallonie (SPW), Direction générale opérationnelle de l'Agriculture Name: Jean-Marc Cheval Phone: +32 (0)81 64 95 99 Email: jeanmarc.cheval@spw.wallonie.be Website: http://agriculture.wallonie.be</p>
<p>Logo/photo/location map</p>	

4 Good practices in Bulgaria

For Bulgaria the following good practices are included:

- Farm Development
- Agricultural farming
- Greenhouse production


Farm development (Filiz Mustafafova Alibasheva)	
Project profile	
Project title	Farm development (Filiz Mustafafova Alibasheva)
Location of the project	Bulgaria, village "Gorsko slivovo", 9 G. Dimitrov Str., Lovech region, Municipality Letnica NUTS3 Code/name: BG315
Timescale	Programme period: 2007-2013
RDP Axis/Measure	112 of RDF Setting up of young farmers
Starting & end date	Start: 01.05.2009 End: 30.04.2014
Duration of application process	8-9 months
Project type	<ul style="list-style-type: none"> Farm diversification - stock-breeding/sheep-breeding
Brief description	<p>The Candidate started the project with a farm of 3,31 economic units: 9 sheep (mothers), 9 female sheep (not being pregnant till now) and agriculture 352.694 ha land.</p> <p>The purpose of the business plan for this project is growth of the economic size of the farm with at least 3 economic units, so that at the last 5th year, the units to be 10,44. This size responds to 248 sheep-mothers, 30 female sheep (not being pregnant till now), 6 rams and regarding the agriculture land – its size must grow with 100 ha.</p> <p>The growth of the farm will be achieved by growth of its economic size, by investing in buying of sheep-mothers and own production. The owner foresees investment in buying of more land, agro-building, agriculture-machines and inventory, establishment of compost keeping place and milk-collecting point. All investment intentions are focused on achieving the Community requirements.</p> <p>One other purpose of this project is to make the farm competitive, market-oriented and main income source.</p> <p>The Candidate has rich practical experience in stock-breeding/sheep-breeding.</p>
Project costs and budget distribution	<p>Total costs: 186 179 leva for 5 years RD programme funding: 48 896 lv % EAFRD in total costs: 26% Matching finance (total): 137 283 lv – 74% of total costs Of which: - Private funding - 137 283 lv - Public funding...0.00 lv</p> <p><i>Remark:</i> These costs for the project (5 years) period are related only to the implementation of the activities. The investment costs are presented in the following "business plan and development".</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>It should be mentioned that these are expected outcomes. The project is still in its beginning stage.</p> <ol style="list-style-type: none"> Economic growth of the farm; Achieving accordance with EU standards regarding veterinary requirements, hygienic conditions, good and save working conditions, etc. Growth of the agriculture land Building and reconstruction of buildings, related to the farm activities. Improvement of the farm mechanization through buying of agricultural machines and equipment. More animals provided. Obtaining professional qualification in the field of agriculture by attending 150 educative hours under measure 111 "Professional training" – RDP 2007-2013. Training, provided, on main problems in environmental safeguarding.
Commentary	
Need for the project	<p>112 of RDF Setting up of young farmers is focused on young people – till the age of 40 in their efforts to create new farms or manage existing ones, as well as providing assistance in the process of modernization of the agricultural farming.</p> <p>Without the support provided under the above-mentioned measure 112 and the following</p>

	<p>application under measure 121 “Modernization of the agricultural farms”, the beneficiary would not invest and develop her activities.</p> <p>One key reason for the applicant to apply under this Measure 112 is the economic crisis. According to the applicant, this is an opportunity for them to find financing for the future development of their farm. This will provide employment in the family, but when needed – people will be hired for the implementation of specific activities.</p>
Business Plan development	<p>The business plan is developed for a period of 5 years. It includes investments and widening of the scope of the farm activities as well as ensures future employment of the whole family in the farm.</p> <p>The foreseen investments for the buying of animals, agriculture land, agriculture building, equipment, etc. These investment intentions are for 176 000 leva, part of which will be provided under measure 121 “Modernization of the agricultural farms”.</p> <p>After the realization of the project, the farm will be market-oriented and will generate the main income in the family. The aim is that the animals become 248 sheep-mothers, 30 young female sheep and 200 ha land.</p> <p>Regarding the business plan, the applicant was supported by the local branch of the National Agriculture Advisory Service, where the experts have prepared their business plan.</p>
Application process	<p>The applicants apply in the Regional Agency for Payment (RAP). The latter checks the documentation and make a preliminary check on the eligibility of the candidate in his/her presence. In case of irregularities, the documentation is sent back to the applicant with a detailed explanatory statement. The candidate has 10 working days to send additional documents and eliminate the irregularity.</p> <p>In a period of three months after submitting the application, the Agency:</p> <ul style="list-style-type: none"> • makes an administrative check on the documentation; • approves or disapprove the application. <p>The executive director of the Agency issues an official note on the approval or the disapproval of the project. In a period of 15 working days from the receiving of the note for approval of the application, the candidate should sign the contract for the grant.</p> <p>Acc. To the applicant the procedure is too long and time-consuming. In this case it took 8-9 months, but in other cases it could take one year and more.</p>
Context and initial conditions	<p>The family has a long tradition – for 7-8 years in stock-breeding/sheep-breeding. This is the main reason for the candidate to apply under measure 112 – for young farmers and measure 121 – for modernization of farms. They apply because it is an opportunity for them in this crisis to find financing for their farm and activities. In addition, it opens them the opportunity to apply under Measure 121 for Farm modernisation at later stage.</p> <p>There are no particular local issues, provoking the initiation of this project. The region is next to the Balkan. Therefore stock-breeding is the main sector developed there.</p>
Current employment conditions	<p>Currently, the whole family is involved in the project. Unemployment is high in the region, which is therefore not very attractive for young people. There are few farms like this one.</p> <p>Through the activities under this type of project employment of the family and other workers could be guaranteed.</p>
Specific factors that determine Good Practice	<p>The project is focused on :</p> <ul style="list-style-type: none"> • Encouraging the agriculture activities in the rural areas. • Stimulating employment of young people, incl. women. • Production of agro-food on a farm level.
Lessons learned on project development and delivery	N/A - The applicant could not point out particular lessons learnt at this stage.
Success factors	<ul style="list-style-type: none"> • Good cooperation with NAAS • Good experience in the field of stock-breeding/sheep-breeding
Transferability	This experience could be developed in other mountainous regions.
Additional information	
Contact details	Name: Filiz Mustafafova Alibasheva

	address: village "Gorsko slivovo",9 G. Dimitrov Str., Lovech region
Logo/photo/location map	

Agricultural farming (fruit & nuts)	
Project profile	
Project title	Agricultural farming (fruit & nuts)
Location of the project	Bulgaria, Sliven municipality, district of Sliven, village NUTS3 Code/name: BG342
Timescale	Programme period: 2007-2013
RDP Axis/Measure	112 of RDF Setting up of young farmers
Starting & end date	Start: 24.09.2009 End: 24.09.2014
Duration of application process	7 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices
Brief description	<p>The year of submitting the application the beneficiary farm is operating at a semi-subsistence level, located in the villages Samuilovo and Panaretovtsi, Sliven municipality, district of Sliven, Bulgaria.</p> <p><u>The strategic objectives are:</u></p> <ul style="list-style-type: none"> • Increasing the economic size/share of the farm and by the end of the third year turning it from a semi-subsistence to market-oriented farm, specialized in the production of fresh fruits, nuts and grains; • Compliance with Community standards with respect to phytosanitary requirements, protection of environmental components, hygiene, safety and working conditions . • Increased almond-planted areas; • Improving farm mechanization by purchasing agricultural equipment, machinery, and equipment in order to meet the needs of the farm; • Increasing the beneficiary professional qualifications with respect to problems with environment components protection in the agricultural sector.
Project costs and budget distribution	<p>Total cost: The beneficiary is applying for the leva equivalent of 27,750 euro's as follows:</p> <ul style="list-style-type: none"> • Under measure 112 "Setting up of young farmers"- the leva equivalent of 25,000 euro's; • Under measure 143 "Advice and consultation for Bulgarian and Romanian agricultural sectors (2007- 2009)" -the leva equivalent of 500 euro's; • Under measure 111 "Vocational training, information and fostering scientific knowledge" - the leva equivalent of 1,750 euro's <p>Program Funding: The Financial support is 100% of the total eligible costs under the three measures of Axis 1 "Improving the competitiveness of agriculture and forestry sectors" of 2007 - 2013 RDP under which the beneficiary applied.</p> <p>Percentage share of European fund- EAFRD contribution is 80% of total eligible costs for measures under Axis 1"Improving the competitiveness of agriculture and forestry sectors " of the RDP 2007-2013 under which the beneficiary applied.</p> <p>Co-finance (total): - State funding is 20%, own contribution 0.00</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • <u>Number of open or reserved jobs - 1.</u> • <u>Increase of business revenue</u> – Farm restructuring. Specialization in the production of fresh fruits and nuts. Raise production quality and quantity. Generate higher revenues, leading to improved living standard for those employed in the agricultural sector and the family in particular. • <u>Raising professional qualifications through:</u> Completing a course of at least 150 hours in the field of agriculture and / or measure "Vocational training, information and fostering scientific knowledge"; Participation in training or information activities on key conservation issues of environmental components in sector "agriculture"; Completing a training for the use of second category products for plant protection, according to Art.26 of Decree № 104 of 22.08.2006 on the control of the marketing and the use of plant protection products • Increased number of customers - Increasing the market share production, hence more

	customers.
Commentary	
Need for the project	<p>Due to limited financial resources and inability to implement the idea with private funds, the experts of Southeast Regional Directorate "Advices for agriculture" in the Sliven Office to the National Advisory Service Fund / NAAS / advised the beneficiary to apply under the three measures under Axis 1 "Improving the competitiveness of agriculture and forestry sectors" of the RDP 2007-2013, aimed at "Knowledge improvement and improving human potential", namely:</p> <p>Measure 112 "Setting up of young farmers".</p> <p>The Beneficiary has an approved application and business plan for restructuring his farm in plant breeding market-oriented one. Presently it is under implementation.</p> <p>The total amount of financial assistance to an applicant is not exceeding the leva equivalent of 25,000 Euros, which is the full subsidy.</p> <p>Measure 143 „Advice and consultation for Bulgarian and Romanian agricultural sectors (2007 - 2009)".</p> <p>National Agriculture Advisory Service / NAAS / is the only beneficiary under the measure and provides a complete set of free advisory services to those eligible to apply under RDP measures according to Article 3 of the Decree 10/2008. Under this measure, NAAS, respectively the Sliven Office, provided consulting services to the applicant regarding measure 112 "Setting up of Young Farmers", including the development of a business plan and an application form, also the monitoring, evaluation and advice form for meeting the conditions for maintaining the land in good agricultural and environmental condition / CMLGAEC. The financial support amounts to 500 Euros or 100% of the total approved costs for advisory services under measure "Setting up of Young Farmers.</p> <p>Measure 111 "Vocational training, information and fostering scientific knowledge".</p> <p>The applicant is about to complete a training to enhance his qualification (a course of 150 h.) in the field of agriculture and basic conservation problems of environmental components in the agricultural sector. The financial support is 100% of the total eligible costs. The permissible assistance for training one person is the leva equivalent of € 1,750 for 150 hours.</p> <p>The project was initiated due to the need of financing for the development of the almond farm. During the year of applying under measure 112 "Setting up of Young Farmers" from RDP 2007-2013, the applicant's farm is a semi-subsistence crop with economic size 2.13EU. It essentially met family needs where only a small quantity of the production was being sold.</p>
Business Plan development	<ul style="list-style-type: none"> • Increasing farm economic size by the end of third year with 5.23EU and its transformation from a semi-subsistence economic size of 2.13EU to a market-oriented one by the end of the third year with 7.36EU, specializing in fresh fruits production, nuts and grains • Comply with Community standards with respect to phytosanitary requirements, protection of environmental components, hygiene, safety and working conditions. • Actions / investments that will be taken/made to comply with current standards. • Increased almond planted area (by planting the first year 17.681 acres); • Improving farm mechanization by purchasing agricultural equipment, machinery, and equipment meeting the needs of the farm - tractor in the third year; • Increasing the professional qualification of the beneficiary by acquiring knowledge and skills in agriculture and understanding the basic problems of environmental components protection in the agricultural sector through completing a course by the end of the third year, (150 hours training) under measure 111 "Vocational training, information activities and dissemination of scientific knowledge" under RDP 2007-2013. <p>The applicant was supported free of charge by the Sliven Office, Southeastern Regional Directorate "Advices on Agriculture" / SRDAA / to the National Advisory Service Fund.</p>
Application process	<p>The applicant was supported by the Sliven Office, Southeastern Regional Directorate "Advices on Agriculture" / SRDAA / to the National Advisory Service Fund who guided the applicant through all stages of the project application, from idea to measure identification, to successful</p>

	application.
Context and initial conditions	<p>The region was famous in the past with its agriculture sector. They used to call it the “Peaches garden” of Bulgaria. Unfortunately, there are many not-cultivated lands in the very moment. Projects of the type described in this fiche contribute to the process of cultivation of the land in the region, provide employment opportunities and promote the agriculture development of the region.</p> <p>Planted areas in 2008/2009 were:</p> <ul style="list-style-type: none"> • Barley - 0.6880 ha • Wheat-ha -1.6681 ha • Peaches - 0.8301 ha • Apples-ha -0.1045 ha • Almonds - 0.2441 ha
Current employment conditions	<p>The farmer works the arable land by himself. For the harvest he relies on his family.</p> <p>The region is characterised with high unemployment rate. Lots of lands are not cultivated and left.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Restructuring the farm from semi-subsistence to market-oriented one • Complying with Community standards with respect to phytosanitary requirements, protection of environmental components, hygiene, safety and working conditions; • Improving mechanization • Further training in agriculture as well as on key issues in protecting environmental components in the agricultural sector • Improving age employment structure in agricultural production. Increasing the percent of young people / up to 35 years / involved in agriculture production. According to agricultural census on farms from 2003, only 5% of farm managers are young people aged less than 35 years, while 66% of are aged over 55 years. • Raise the standard of living of those employed in the agricultural sector.
Lessons learned	There are no particular lessons learnt, according to the applicant.
Success factors	<ul style="list-style-type: none"> • A good business idea; • The consultancy services of the Sliven Office, Southeastern Regional Directorate “Advices on agriculture”/SRDAA/ to the National Agricultural Advisory Service in the selection process of appropriate measures of the Program for Rural Development / RDR / under which the beneficiary will be able to achieve his goals. A complete set of advisory services by the Sliven Office including business plan development and filling in an application form for assisting farmers under measure “Setting up of Young Farmers” including the monitoring, evaluation and advice form for maintaining the land in good agricultural and environmental condition CMLGAEC • the new machinery, bought in the frame of this project for the development of the farm
Transferability	Anywhere in Sliven/ Bulgaria or elsewhere.
Additional information	
Contact details	<p>Organisation: Farmer</p> <p>Name: Krasimir Hristov Krastev</p> <p>Phone: 0888872165</p>
Logo/photo/location map	

Greenhouse production (Natalia Dimitrova Mihaylova)	
Project profile	
Project title	Greenhouse production (Natalia Dimitrova Mihaylova)
Location of the project	Bulgaria, Medovina village, municipality Popovo, Targovishte region NUTS3 Code/name: BG334
Timescale	Programme period: 2007-2013
RDP Axis/Measure	112 of RDF Setting up of young farmers
Starting & end date	Start: 19.06.2008 End: the project is for 5 years, i.e. till 2013
Duration of application process	10 months
Project type	<ul style="list-style-type: none"> Improvements in agricultural systems/practices
Brief description	The main objective of the project is to develop the vegetable farm, to support the growing of different vegetables, thus enlarge its size and to orient it more towards the market. The farm started with 7 acres greenhouse, which need to become 2 ha and 2 acres at the third year. The farmers are aiming at the cultivation of 15 ha and 370 sq. m. vegetable garden. Since there are only 3 other farms like this one in the region, the applicants have found a way to sell their products at the market. Therefore they would like to expand the cultivation of vegetables.
Project costs and budget distribution	Total costs: 67 000 leva under project RD programme funding: 50 000 % EAFRD in total costs: 75% Matching finance (total): 25% (public funding) Of which: - Private funding – 0.00 - Public funding – 25%
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> jobs created and / or safeguarded – 2 increase in business turnover or volume of production increased nr users / customers / visitors
Commentary	
Need for the project	112 of RDF Setting up of young farmers is focused on young people in their efforts to create new farms or manage existing ones. The project would not have proceeded if it wasn't the opportunity to be supported under the RDP. This is a good opportunity for the farmer to apply for financing for the development of the farm. There are just 4 farms like this one, growing vegetables in this region, where the main crop is wheat and sunflower. Thus the applicant would like to expand the growing of vegetables, this way guaranteeing themselves good market opportunities.
Business Plan development	The duration of the project is foreseen for 5 years. The total cost of the project is 67 000 leva, where the national financing is 25%. Close cooperation with the National Agricultural Advisory Service / NAAS/ is foreseen. The project intends on further developing of the market orientation of the farm as well as ensuring employment for the people in the family. Regarding the preparation of the business plan, the applicant was supported for free by the National Agriculture Advisory Service – the regional filial. Thus, administratively, it was the NAAS that took care of the business plan.

Application process	<p>The procedure is standard and like all of the projects under measure 112 it is the following: The applicants apply in the Regional Agency for Payment (RAP). The latter checks the documentation and make a preliminary check on the eligibility of the candidate in his/her presence.</p> <p>In a period of three months after submitting the application, the Agency:</p> <ol style="list-style-type: none"> 1. makes an administrative check on the documentation; 2. approves or disapprove the application (in case of a disapproval an explanatory statement is sent to the applicant); The executive director of the Agency issues an official note on the approval or the disapproval of the project. 3. In a period of 15 working days from the receiving of the note for approval of the application, the candidate should sign the contract for the grant.
Context and initial conditions	<p>There are just 4 farms like this one, growing vegetables in this rural region, where the main crop is wheat and sunflower. The producer is dealing with market-gardening for many years, being agro-manager in this field. This is a good opportunity for other crops to be cultivated.</p>
Current employment conditions	<p>Regarding the employment conditions, it should be outlined that the unemployment is high in the region and such projects stimulate employment by hiring workers for the gathering of the harvest. Concerning this project, two women have been hired to take care of the vegetables.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Integrated management of vegetable crops and wreckages; • Providing safe working conditions. • Keeping the required chemical levels. <p>4 people take care of the vegetables. The digging is by hand. They do not use herbicides. In addition, this project contributes for the growth of other crops (than wheat and sunflower) in the region.</p>
Lessons learned on project development and delivery	<p>The applicant learnt more about the process of growing vegetables, the plant protection as well as the legislation and rules regarding land and land cultivation.</p>
Success factors	<ul style="list-style-type: none"> • Good cooperation with the National Agriculture Advisory Service • Long experience in the field of market-gardening of the applicant • Good cooperation with the companies, providing the grains.
Transferability	<p>Acc. to the applicant, this project could be developed in other regions too. What is needed is good cooperation with the providing companies and proper climate.</p>
Additional information	
Contact details	<p>Organisation: Medovina village, municipality Popovo, Targovishte region / Bulgaria Name: Natalia Dimitrova Mihaylova Phone: +359 896 138327</p>

5 Good practices in Czech Republic

For Czech Republic the following good practices are included:

- Reconstruction of an animal waste-storage
- Reconstruction cow-house for free moving cows
- Construction of bio-gas station

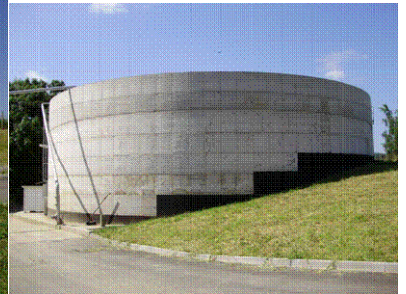
Reconstruction of an animal waste-storage	
Project profile	
Good practice title	Liquid manure reservoir, Měřín (English) In Czech: Jímka na kejdu Měřín
Location of the project	Czech Republic NUTS3 Code/name: 63/Vysočina
Timescale	Programme period: 2007-2013
RDP Axis/Measure	I.111 a)
Start & end date	Start: 11.01.2009 End: 30.9.2009
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> Improvements in agricultural systems/practices
Brief description	Before project realization, the liquid manure from pig shelters at Měřín was stored in small reservoirs at individual shelters. In winter, when the liquid manure can not be transferred to fields, it had to be transferred to storage at high-capacity reservoirs at other farms. This was demanding in regard to operational and economical aspect and on top of it, during repeated liquid manure handling, potential risk of its leak was increased. Therefore, a new reservoir was built, having sufficient storage capacity for a 6.5 months period.
Project costs and budget distribution	Total costs: CZK 8 362 979 RD programme funding: CZK 3 600 240 % EAFRD in total costs: 43.05 Matching finance (total): CZK 4 762 739 Of which: - Private funding: CZK 4 762 739 - Public funding: 0
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> New liquid manure storage reservoir of 3656 m³ capacity built with 6.5 months reserve Increased environmental protection, liquid manure is transported by pressure line from particular reservoirs to storage reservoir; possibility of feints, which may occur during liquid manure pumping and transport from original small reservoirs, was eliminated completely Saving of operational expenses in the amount of approximately 65,000 CZK a year for liquid manure transfer in comparison to previous operation Savings realised because the liquid manure will not be, several times a year, transported from original small reservoirs to large storage reservoir in ca. 6-km distance Project realization supported regional economy – entrepreneurs from close vicinity took part in it The next objective linked to the reservoir built will be construction of biogas station of 500 KW output, which will utilize liquid manure produced.
Commentary	
Need for the project	Our company has a number of other old objects, whose operation does not comply with EU requirements. However, we did not have enough resources for their reconstruction, or for construction of new ones with better technological parameters. We realized modernizations in accordance with situation urgency and according to company financial capability. EAFRD grant means significant aid in this endeavour. Abovementioned project could not be realized without help. We would continue in further application of demanding transfer system until the time of free financial resources' acquirement.
Business Plan development	The support provided for the BP process from the Agency was good (score 2)

(1 = excellent, 5 = very poor)	They had poor skills in-house to undertake Business Planning unsupported (score 4) No consultancy services were used for preparation of the business plan other than routine accountancy.
Application process	After initial concerns regarding demanding administration, it proved that project and application processing was not too difficult. We managed the whole process from application submission, signature of agreement and submission of application for reimbursement and we do not consider these activities time consuming.
Context and initial conditions	Agro Měřín a.s. company manages in Českomoravská vrchovina area in average elevation of 500 m above sea level. Here, climatic conditions (abundant snowfall) are so unfavourable, that they often complicated, sometimes forbade liquid manure transport. Local economy is weak, revenue from tourism, undeveloped however, may be an alternative. For the increased tourists' interest in this location, it is necessary to preserve clean environment and to adhere to strict standards regarding its protection.
Current employment conditions	This project does not generate new job opportunities and therefore it will not influence the employment rate at the location of realization. Installed technology of storage reservoir is unmanned. Liquid manure level at the reservoir is monitored by automated signalization. Primarily, the project influences environmental security.
Specific factors that determine Good Practice	After project completion, the modern reservoir built will serve for secure liquid manure storage on the long-term basis, without attendance, with automated report of filling-up. The project does not generate direct profit, however, it will ensure environmental protection at maximum degree possible and thus prevent would-be fines for liquid manure leak from the reservoir.
Lessons learned on project development and delivery	This project is one of many we realized successfully. It is one of the largest by its volume. During its realization with EU support, we have gained further valuable experience. We prepared and managed the project on our own, with occasional counseling of SZIF methodologist; permanent external worker was unnecessary. Qualified employees of various departments (project manager, constructors, accountants, zootechnicians, agronomists, administrative workers) collaborated on the project. During the work on the project, consultations of all employees interested took place regularly on one-week basis, solving current problems. Project preparation and realization enriched all personnel interested, considering both human and professional aspect (personal bonds' development, capability of teamwork, capability of communication and work under pressure).
Success factors	The construction project amounts to a major investment of public and private funds. The level of risk has been reduced because of detailed attention given to preparation and planning and management. Finance for the development has been secured on the basis of the creation of a valuable asset and sound business plan. It is crucial for the reservoir, that it is operated at minimum operational costs. This will be achieved by means of adhering to plans of control and reservoir technology maintenance.
Transferability	This project is portable to any farm, where cattle or pigs are bred on grid and produce liquid manure. Only the reservoir size is customized number of animals bred.
Additional information	
Contact details	Organisation: AGRO – Měřín, a.s. Name: Ing. Gabriel Večeřa Phone: +420 566501220, 566501231 Email: agro@agro-merin.cz Website: www.agro-merin.cz

Logo/photo/location map



AGRO - Měříň, a.s.




Reconstruction of free housing cow-shed	
Project profile	
Good practice title	Reconstruction of free housing cow-shed In Czech: Přestavba kravína na volné ustájení
Location of the project	Czech Republic NUTS 3: CZ 072 / Zlin region NUTS 4: CZ 0723 / Vsetin district
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Programme: development of rural areas Priority I.1: Modernisation, innovation and quality Measure I.1.1: Modernisation of agricultural enterprises Sub-measure I.1.1.1: Modernisation of agricultural enterprises – buildings and technologies for animal production
Starting & end date	Application submission: 10 July 2007 Signing of the project contract: 18 December 2007 Start of the construction: 1 May 2009 End of the construction: 31 October 2009 Submission of the application on project payment: 1 December 2009 Approval of the project payment: 26 February 2010 Payment received on the account: 15 March 2010
Duration of application process	5 months
Project type	Improvements in agricultural systems/practices
Brief description	The project aims at reconstruction of cow-shed from stanchion housing to free housing (winter housing for cows for meat production). The reconstruction resulted in the creation of capacity for 148 cows and 133 calves. The following works were carried out: <ul style="list-style-type: none"> • demolishing, removal of damaged and demolished parts; • land & terrain works, incl. import of materials; • construction of floors, hall, roof, etc. The financial means were used for the above-mentioned construction works. The beneficiary was AGROFYTO s.r.o. The works were carried out by TAS Stitna s.r.o.
Project costs and budget distribution	Total costs: 8 787 830 Kč. RD programme funding 2 719 687Kč % EAFRD in total costs: 31% Matching finance (total): 6 068 143 Kč - Private funding: 5 161 580 Kč - National public funding: 906 563 Kč The largest part of costs (i.e. 7 197 500 Kč) represented construction costs.
Actual or projected project outputs in terms of results, outcomes and impacts	Outputs: <ul style="list-style-type: none"> - 148 standing places for (non producing milk) cows - 133 standing places for calves Indirect outputs: <ul style="list-style-type: none"> • decline in death of cows by 2%, i.e. 3 cows, which is in total 45 000 Kč • in average 5 more grown up calves, i.e. an increase in earnings by 15 000 Kč (3 000 Kč per calf) • possibility to hold an additional 30 cows, i.e. selling 28-30 cows more per year, earning 15 000 Kč per cow, thus an increase in total earnings by 450 000 Kč per year • fulfillment of conditions of animal welfare
Commentary	
Need for the project	Keeping of just beef cattle is not competitive in the given mountainous conditions. No reconstruction of objects for keeping beef cattle could be carried out without support to the modernization of agricultural enterprises (in the period 2004-2006 the reconstruction of

	<p>objects for cow keeping specialized in milk production was carried out). There are not enough employment possibilities in the area where the firm AGROFYTO carries out its activities. Keeping beef cattle would have to be significantly reduced without the support; this would be accompanied by a decline of corresponding work places from 19 to 10.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p><i>Support provided for the BP process from the Agency:</i> rating 2. Some instructions in the instruction part were vague, could be explained in different ways and the application had to be corrected.</p> <p><i>The right skills in-house to undertake Business Planning unsupported:</i> rating 3.</p> <p>The firm has sufficient in-house knowledge on keeping cattle for meat production, however, no know-how on the elaboration of project applications. Therefore, from the beginning an advisor was involved to prepare & elaborate all needed documentation. The firm works with a very limited number of technical employees and for one off administration tasks like this it hires external advisors. Therefore, an advisory firm accredited at the Ministry of Agriculture, active in the area of economy and management, was involved. An employee of the advisory firm was in the past a member of an evaluation committee and had a sufficient overview about all relevant administrative matters.</p> <p>In principle, the rules are clear. We assess very positively employees of the payment agency. Some unclear issues were caused by the fact that some parts of instructions were elaborated at the central level by employees with minimal practice after their study and often without any experience in agriculture or construction. Therefore, defects/mistakes had to be removed/ corrected and only after submission of the application a further specification/rectification of rules of the payment agency took place; such corrections of the application form take extra time and unnecessary resources.</p> <p>Lessons learned in this process:</p> <ul style="list-style-type: none"> • Take a well thought decision on whether you will prepare the application form by yourself or you will involve an advisory firm. • When elaborating by yourself: study thoroughly and in detail instructions, clarify main conditions and follow them. • When elaborated by an advisory firm: a decision whether involving a firm that processes more applications or a small firm (often only an accountant) needs to be taken. A bigger firm has experience, knows rules in detail and is often able to maximize the subsidy. However, because it has often a lot of work it does not have time to check annexes, which applicant does not have available during the elaboration of the form yet and which consequently may not be well elaborated when submitted. • An involvement of a small firm, which is mostly cheaper, may not always result in a maximization of the subsidy possibilities.
<p>Application process</p>	<p>Basically, the administrative severity related to the application form submission was acceptable to low. The biggest difficulties were related to obtaining requested annexes (and from these mainly the construction permission accompanying the application form for construction subsidy, which is related to the Czech construction law and less to this process). The completion of the application form takes about 2 days (the advisory firm completes the form at the client premises to minimise the time needed for this by the client). Registration of the application at the payment agency: 1 day.</p> <p>Possible correction of the application form: 1 day (90% of applicants have to correct their application form). Then one waits for the selection result. Time from the registration of the application form (10 July 2007) till signing of the agreement (18 December 2007) was 5 months.</p>
<p>Context and initial conditions</p>	<p>This region is a typical rural area at the border with Slovakia. Following animal welfare rules is a condition for keeping the licence for agricultural business. The firm employs in total 19 long-term employees with agricultural know-how and experience. Many of them would not find work in non-agricultural fields. Moreover, there are no such work places in this region.</p>
<p>Current employment conditions</p>	<p>Agricultural business/entrepreneurship is very complex in the Czech Republic. Agricultural firms are usually a part of foreign food chains and most of them are fighting to survive. Firm</p>

	<p>AGROFYTO s.r.o. aims at maintaining working places for employees who are employed there from the privatisation onwards. The modernisation that took place from the public funds led to an increase in the labour productivity; there is no interest in a further productivity growth. The only way to remain competitive is a decrease in costs, from which salaries and insurance represent a significant part. By now the number of employees has been reduced in a natural way (mainly by retirement). However, one cannot assume that the firm will increase the number of employed in the future.</p>
<p>Specific factors that determine Good Practice</p>	<ul style="list-style-type: none"> • Business philosophy of the firm takes into account that green for conservation of bulk feed have, in different seasons, different concentration of nutrients, pulp share, etc. Therefore, the firm focuses on breeding of two types of cattle: (i) dairy (milk) cows that require a higher concentration of feedstuff, and (ii) meat cattle that require a lower concentration of feedstuff. • Management of the firm has required expert knowledge and practical skills and moreover, they are local patriots. • When a decision is taken a wider context of it is taken into account, such as impact on the environment. • A number of employees is actively involved in public sector voluntary activities. In this area, all agricultural and non-agricultural firms, including public sector and voluntary organizations, have a tradition of long-term cooperation, helping each other and exchange of experience (note of a local adviser who works through the whole country: there is no such exemplary cooperation in another place in the Czech Republic.) • 5 out of total 19 employees are women who take care about cattle. • In general, young employees have little interest in agricultural work. Such work has a low social prestige and salaries are significantly under the average of that in CZ. • Focus of the firm on the ecological farming in mountain conditions makes it possible to sustain the business.
<p>Lessons learned on project development and delivery</p>	<ul style="list-style-type: none"> • The firm decided to use an advisor with significant experiences and actual processing of the application form was a routine matter. A problem appeared with the obtaining the construction permit, which however is not directly related to this matter. • The preparation of the application form was carried out by the advisor with whom the firm had a good experience from earlier cooperation. The advisor took care about all related matters. • The application process is not complicated; however, it requires absolute accuracy, to which people in the Czech Republic are not used. All has to be processed in the smallest detail.
<p>Success factors</p>	<p>The most important success factors could be characterised as follows: Clear entrepreneurship strategy, taking into account internal and external factors and their optimisation, i.e. natural conditions, existing production basis, reconstruction possibilities and utilisation of current buildings, tradition, knowledge and skills of employees.</p> <p>Furthermore, understanding of rules and the system of the selection of to be supported projects (in the Czech Republic on a basis of the preference criteria – point system). Selection of a suitable advisor, supplier, and a construction firm.</p>
<p>Transferability</p>	<p>Gained experiences in keeping cattle in a reconstructed shelter are transferable to other mountain areas. It is possible to transfer dimensions of shelter, technology and breeding organisation information. AGROFYTO s.r.o. managed to optimize, above average, everything to an effective economic system.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>AGROFYTO, spol. s r.o., se sídlem 756 12 Lidečko, okres Vsetín, Name: ing. Lumila Mužikovská / Phone: 00420 603 278 735 Email: Agrofyto@centrum.cz / Website: www.agrofyto.cz</p>

<p>Logo/photo/location map</p>	 <p>The logo for AGROFYTO, spol. s r. o. is a circular emblem. It features a dark green pig silhouette on the left and a green leaf on the right, both set against a lighter green background. The text "AGROFYTO," is written in a bold, white, sans-serif font across the middle, with "spol. s r. o." in a smaller font below it.</p>
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Building up biogas station	
Project profile	
Good practice title	Building up biogas station In Czech: Výstavba bioplynové stanice
Location of the project	Czech Republic NUTS3 Code/name: CZ020 ZD Krásná Hora nad Vltavou a.s.
Timescale	Programme period: 2007-2013
RDP Axis/Measure	III.1.1.b (Diversification into non-agricultural activities)
Starting & end date	Start: 12-03-2007 End: 01-10-2008
Duration of application process	8 months
Project type	<ul style="list-style-type: none"> • Farm diversification • Generation of renewable energy or energy conservation
Brief description	The project aims at use of renewable energy resources through building up a device for production and processing of biogas from renewable resources (biogas station).
Project costs and budget distribution	Total costs: € 2 203 921 RD programme funding: € 881 568 % EAFRD in total costs: 40 % Matching finance (total): € 1 322 353 Of which: - Private funding: € 1 322 353 - Public funding: € 0
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • one full – time job was created • utilization of a non-farmland • linking-up with new companies both national and foreign • diversification of production
Commentary	
Need for the project	<p>ZD Krásná Hora nad Vltavou operates both plant production and livestock production. The motivation was to capture added value for agricultural production at a time of uncertain commodity prices. Because of the fluctuation of commodity prices of both types of production the company wanted to stabilise income over the year.</p> <p>The biogas station (BGS) was built up right in the yard of a company site so there was no problem with the land purchasing. Necessary ground shaping for building up the BGS was carried out by company itself but for building up the BGS a specialized company was hired. The BGS utilizes apart from the other also excrement of livestock production and when this goes through the BGS (whole fermentation process) it has better properties than normal manure and slurry.</p> <p>In spite of high total costs of the BGS the company would have proceeded without RDP funding.</p>
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> • Support provided for the BP process from the Agency – score 3 • The right skills in-house to undertake Business Planning unsupported – score 3 <p>The grant application was prepared without any help of a specialized consultancy company.</p>
Application process	The RDP grant was achieved after the application process which was demanding and time consuming. The company has already applied for some grant projects in the past so the company was already familiar with the whole process but we must admit that the process is slowed down by burdensome bureaucracy, protracted meetings and unwillingness to risk on the part of officials.
Context and initial conditions	The agricultural company Krásná Hora nad Vltavou is situated in a rural location where the main part of the economy is agriculture and to a smaller extend tourism (especially over the

	<p>summer).</p> <p>There was one absolutely critical point right before starting building up the BGS. Namely to acquire consent to the connection to the distribution grid.</p>
Current employment conditions	<p>As mentioned before the company is located in a rural area where the business and economy is dominated by farming and over summer by tourism. The company employs 180 employees. Over the winter period the employment situation is more complicated but the company can keep all employee all over the year thanks to its diversification of production (and not only to hire seasonal workers).</p>
Specific factors that determine Good Practice	<p>It is amazing how one successfully managed project can further development of a company and investment. The company is satisfied with running a BGS and that is why it is planning to build up one more BGS. The utilization of the BGS is not only to produce electricity but also to produce the warmth which is considered as a by-product, but it is used for heating office buildings, workshops, local school, heating cold water etc. Furthermore a public swimming pool, which is planned to be built by local municipality, will be heated by the BGS. That is one of the ways how the company saves and protects the environment because it does not need any coal or oil to be burnt in order to receive warmth.</p>
Lessons learned on project development and delivery	<p>As mentioned above, the company has already exploited possibilities to finance some projects by RDP funding but neither of the projects was of such financial size and duration. Potential applicants with projects like this one need to realize that receiving public funding demands a high level of reporting and financial accountability.</p>
Additional information	
Contact details	<p>Organisation: ZD Krásná Hora nad Vltavou a.s. Phone: + 420 318 862 310 Email: zd.krasna.hora@sedlcany.cz Website: www.zdkh.cz</p>
Logo/photo/location map	


6 Good practices in Denmark

For Denmark the following good practices are included:


- Meeting point Idestrup
- Establishment of Aaro Vinyard
- Establishment of downhill skifield

Meeting point Idestrup	
Project profile	
Good practice title	Meeting point "Idestrup"
Location of the project	Denmark NUTS3: DK022 South Jutland
Timescale	Programme period: 2007 - 2013
RDP Axis/Measure	RDP Leader +
Starting & end date	Start: 15-04-2008 End: 17-10-2010
Duration of application process	5 ½ months
Project type	Provision community services/facilities
Brief description	The project is a good example of how active and enthusiastic locals (here it is elderly people) can establish a centre for activities which connects the local city centre, both young and old. The outcome of the project plays an important role in attracting newcomers to the local community, establishing a long needed meeting point for people in the area.
Project costs and budget distribution	Total costs: 55.816 € RD programme funding: 13.954 € % EAFRD in total costs: 13.954 € Matching finance (total): 27.908 € Of which: - Private funding 8.503 € - Public funding 19.405 €
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: 2 number of businesses assisted or taking part in collaborative activity 20 training places or learning opportunities provided 200 increased numbers of users / customers / visitors 2 buildings were constructed / refurbished
Commentary	
Need for the project	In the application, the project is described as an effort to create a local meeting point where all age groups, though mostly older people, can go and have common activities. For this purpose, an (large) former shop in the village has been completely renovated through volunteer work, resulting in the establishment of a café, a PC-club where basic ICT-skills are taught (including text-messages etc), a work-out and fitness room, a second hand shop, assembly halls and a kitchen an toilet facilities. The project would not have been possible without RD-funding.
Business Plan development (1 = excellent, 5 = very poor)	The business plan = the application and project description; Agency = LAG secretariat. Agency support to applicants = 3 Adequate in-house skills to undertake Business Planning = 2 There has been no use of consultancy services. Since some of the public funding was provided by the Municipality, it would have been helpful if there had been a better understanding in the Agency of Municipal funding schemes for this kind of project. More formalised cooperation with the involved municipalities.
Application process	Very time consuming, difficult to grasp for laypersons. Almost impossible for the applicants to handle – extensive help required from the local RDP-facilitator.
Context and initial conditions	There has been a reform of local government in Denmark in 2007 and as a consequence hereof, municipalities are now much larger (approx. 40.000-75.000 inhabitants) than earlier. This has meant that many villages, that formerly had a natural reason to exist because they were the seat of the local government, are now threatened, not to mention


	<p>those villages that were even smaller. Basic welfare services, such as schools and retirement homes, are being closed down at a rapid pace in rural areas, and it is necessary to support new forms of community. The project is a very good example of this.</p>
Current employment conditions	<p>Guldborgsund municipality, where the Village Idestrup is located, has an unemployment rate of approx. 4-5%, which is close to the national average. Population has been decreasing during the last years – a demographic trend Idestrup shares with many rural communities.</p> <p>This project has been undertaken exclusively by people who have reached the retirement age and who are therefore no longer active in the jobmarket. All the work undertaken in this project has been done on a voluntary basis. There has been very extensive use of voluntary labour (calculated worth = 23.656 EURO = 1.391 hours of work) and it has produced fine results of a very high quality. Many of the involved volunteers are former craftsmen/blue collar workers from the area who are now retired.</p> <p>Generally, the work ethic is very high in this area, and it is relatively easy to make use of voluntary efforts, provided that it really IS voluntary and has a clear benefit for the community.</p>
Specific factors that determine Good Practice	<p>This project is a particularly relevant good example because it makes it possible for many age groups to meet and interact across generations. A case in point, for example, are the courses that are arranged for the elderly, where young villagers (teenagers) come and teach the older people how to use new technological devices, such as mobile phones and PC's. This is great fun for both parties!</p> <p>Also, and very importantly, this meeting point is the only "institution" in the village that feels responsible for greeting new-comers and giving them a good welcome to the town. This is very important, as experience shows that it is important not only to attract new-comers but also to facilitate the formation of relational ties to prevent them from moving away again from lack of social interaction.</p> <p>The project has also made possible the establishment of a second-hand shop from which all proceeds feed back into the running costs and maintenance of the Meeting Point in Idestrup.</p> <p>On women and young people: The chair and vicechair of the association responsible for running the meeting point are both women (though not young!) as are the majority of the board members. Young people benefit from this project in two ways: 1. as directly involved in several of the activities (fx. the local daycare mothers come and visit the elderly once a week) and 2: Many of the young kids in town are happy to see their grandparents flourish and have active and interesting lives, rather than sitting at home doing nothing.</p>
Lessons learned on project development and delivery	<p>It is necessary to provide extensive help during the application process, as nobody involved in this particular project has had any former experience with EU or national level development programmes.</p> <p>It is important that the local facilitator has time enough to come to the location of the project and discuss it thoroughly with the applicants.</p> <p>In the view of the locals, the paperwork is overwhelming and it is crucial that the local facilitator have time enough to guide them through the process and explain along the way.</p>
Success factors	<p>The "awakening" of a community spirit among the elderly people in the village. Hugely empowering, according to them selves.</p>
Transferability	<p>There are elements of transferability. Essentially, this project is very simply about a group of elderly people who had no particular place to assemble and play cards etc. and then it</p>

	<p>evolved from there, into the very vibrant and active meeting point that they have now created to the benefit of both the young and the old in the village.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>Organisation: Idestrup volunteer centre Name: Carina Woolhead / Anna Mortensen Phone: +455417 0052 Email: cw@guldborgsund.dk / egefoej@mail.dk Website: http://picasaweb.google.com/Idestrupfrivilligcentre/Idestrupfrivilligcentre#</p>
<p>Logo/photo/location map</p>	

Establishment of Aarø Vinyard	
Project profile	
Good practice title	Establishment of Aarø Vingaard (Aarø Vinyard)
Location of the project	Denmark NUTS3 Code/name: DK031 Lolland
Timescale	Programme period: 2000-2006
RDP Axis/Measure	Leader + (and the Danish national Small Islands Programme §4)
Starting & end date	Start: 08-01-2004 End: autumn 2007
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Food processing • Food marketing • Agri-, Green- or Cultural Tourism
Brief description	The idea behind the project is to create activities and job opportunities connected to a local quality food product. There has also been a tourism component – bringing visitors to the island and thus supporting the business of other local firms. The RD funding was used for purchasing of vines (1000) and building of greenhouses and production facilities.
Project costs and budget distribution	Total costs: 650 000 DKR / 87 200 € RD programme funding: 27 000 € % EAFRD in total costs:31% Matching finance (total): 60 350 € Of which: Private funding: 13 400 € Public funding: 13 400 €
Actual or projected project outputs in terms of results, outcomes and impacts	The project has created one full time job plus the full time employment of the two owners (man and wife). Furthermore other local businesses have benefited from the project (restaurants, transport services etc). The vineyard has about 8000 – 10000 customers / visitors per year. Wine testing activities for example has 2000 visitors per year.
Commentary	
Need for the project	The farmer got the idea in 2004, when visiting another farmer that had started a vineyard. Another basic idea was to support the tourism development on the island by offering both quality products and quality events (like wine tasting). Finally there is of course also sale of locally produced wines and other island products in the vineyard's store. Before this project the farmer was an entrepreneur within the IT-sector and had bought the farm more as a retreat that for commercial farming. He got the idea due to a visit to a friend that had started a similar activity and originally planned only to have a small vineyard for his "own needs".
Business Plan development	The application for funding was made with the assistance of a consultant at the island's development association and the owner then applied for money from the Danish support fund for small islands and later on from Leader+. No further business plan was made.
Application process	The administrative process linked to the application was not very demanding and took only a few months from application to approval.
Context and initial conditions	The capacity and coordination with the national small islands programme was very important. Aarø is a very small island adjacent to Lolland island (where Copenhagen is situated) and as many rural areas it has a picturesque landscape with small towns. Population has decreased, although the island is a popular site for tourism and short visits. Farming is the main income on the island together with tourism.
Current employment conditions	3 full time jobs. Denmark has done well during the crisis so this did not affect the region much.

Specific factors that determine Good Practice	The project is an example of establishment of a new kind of business (Wine is not produced many places in Denmark). The project has been very successful through production of different wines. The project owner is also engaged in tourism activities connected to the vineyard (winetasting, wine talks etc)
Lessons learned on project development and delivery	Where there is a true entrepreneur with a good idea delivery of results is not a major problem. The support from others was welcome but the entrepreneur made the difference.
Success factors	It all started as an exciting project idea and with two entrepreneurs' (the owners') belief and energy was the main success factors.
Transferability	Providing a good climate (Aaro has a temperature climate suitable) but not least an entrepreneur with the interest and taste for wine this project is possible to duplicate. Being in the near vicinity of the capital makes marketing easier as well (since wine is the product that draws attention but actually other activities on the premises bring in a substantial income as well).
Additional information	
Contact details	Organisation: Aaro Vingård AS Name: Svend-Aage Hansen Phone: +45 74 58 47 76 Email: sah@aaro-vin.dk Website: www.aaro-vin.dk
Pictures	

Establishment of downhill skifield	
Project profile	
Good practice title	Establishment of downhill skifield
Location of the project	Denmark NUTS3 Code/name: DK014
Timescale	Programme period: 2000-2006
RDP Axis/Measure	Article 33 Denmark Rural Development Programme 2000 - 2006
Starting & end date	Start: 01-08-2006 End: 31.12.2007
Duration of application process	4 months
Project type	Farm diversification
Brief description	The funding was applied for in 2006 under Article 33 of the that is part of the EU Rural Development Programme Denmark. Building work took place in 2006/08 and the facility became fully operational at the end of 2008. The project aimed at establishing the first ever down hill ski facility on the island of Bornholm. Main target group is people from the island (locals), but also people from the south of Sweden and northern Germany.
Project costs and budget distribution	Total costs 234 750 € RD programme funding: 98 500€ % EAFRD in total costs: 42% Matching finance (total): 134 150 € Of which: - Private funding 134 150 € - Public funding 2 000 €
Actual or projected project outputs in terms of results, outcomes and impacts	The project has not created any new jobs on an annual basis but it has added one extra income to the farm. Furthermore 4 local businesses assisted in the construction work and could increase their business turnover. In the season 2009 – 2010 the ski hill was open 44 days and had more than 2 200 visitors.
Commentary	
Need for the project	Slettegård Farm is situated in the north of Bornholm in a hilly landscape and has both crops and animals. After a cold winter in 2005-2006 the farmer Ole Harild and some friends discussed the opportunity to establish a small ski hill as an extra attraction and business opportunity. Bearing the economic risk in mind the RDP assistance was necessary for the ski hill project to be carried out.
Business Plan development	No special business plans were drawn up – it was more about a belief in the possibility to succeed. No consultancy services were involved and the overall idea was elaborated among locals.
Application process	The initiator describes the administrative process as “fairly simple”. It took only three months from application to approval.
Context and initial conditions	It was a good winter on Bornholm in 2006 and the farmer considered this as an opportunity to add an extra source of income to his farm. The island of Bornholm (about 1 000 sq km) is one municipality with about 45 000 inhabitants and has a rural and hilly landscape mixed with small idyllic towns. The farming sector has so far been very successful on the island partly due to its ability to diversify. This project is a good example of this ability. The income levels on the island is lower than the Danish average, but thanks to a thriving tourism sector the island has fared reasonably well during the last decades.
Current employment conditions	There are no extra people employed during the winter season – most work is done by the farmer or on a voluntary basis by the local ski enthusiasts.
Specific factors that	The project has shown that this new business opportunity depended on the belief of certain

determine Good Practice	individuals – a crucial factor for success in rural development. It also shows how effective local partnerships can assist in carrying out innovative (or even provocative to some) projects like this. The partnership was built on local level between the land owner and the local population as well as with Bornholm ski enthusiasts.
Lessons learned on project development and delivery	There was a lot of criticism in local and national media about the project initially – “a crazy idea”. However, and not least assisted by last year’s record winter, the criticism has changed into praise...
Success factors	The main success factor according to the initiator was the belief in success.
Transferability	Besides from the need of a suitable location (hill), the project could be duplicated pending on the availability of tourism infrastructure (hotels, restaurants etc)
Additional information	
Contact details	Name: Ole Harild Phone:+4556907810 Email: ole@bornholmslandbrug.dk. Website: http://slettegrd.dk/skibakken/news.php
Logo/photo/location map	





7 Good practices in Estonia

For Estonia the following good practices are included:

- Development of ostrich breeding farm
- Construction of bioethanol plant
- Local food project "UMA MEKK" (Own Taste)

Development of ostrich breeding farm	
Project profile	
Good practice title	Development of ostrich breeding farm, Jaanalinnukasvanduse arendamine
Location of the project	Estonia NUTS3 Code/name: EE00601
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Measure 1.2
Starting & end date	Start: 11-07-2008 End: 01-08-2008
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Farm diversification • Agri-, Green- or Cultural Tourism
Brief description	<p>The aim of this project was to build a new barn, which enables among other things to incubate chickens and gives an opportunity to increase the number of ostriches. Funding was used for building the barn, incubation room and a room for feedingstuffs. The building activities were done by the project team members themselves. The ostrich farm is a family business and the project was oriented towards future elaboration of the farm where complete production process can be carried out to provide ostrich meat as end product. Main beneficiary is the Ostrich farm. The project increases its volume of tourism activities and production. A second phase is planned for the project, to construct a slaughterhouse. After that the surrounding region will benefit from the project, providing other ostrich farms a possibility to produce the end product closer. Today there are no slaughterhouses for ostriches in Kesk-Eesti region. The only one is on an island, a couple of hundred kilometres away. The farm could be an employer for more people after the completion of the second phase.</p>
Project costs and budget distribution	<p>Total costs: 1 700 000 EEK (108 649,8 EUR) RD programme funding: 625 000 EEK (39 944,8EUR) (measure 1.2 funding doesn't require matching funding, a project could be carried out with 100% RD programme funding) % EAFRD in total costs: 36% Matching finance (total): 1 075 000 EEK (68 705 EUR) Of which: - Private funding 1 075 000 EEK (68705 EUR) - Public funding 0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as:</p> <ul style="list-style-type: none"> • 1 job was created which was planned and expected; • 2 internship opportunities created: It was planned to offer an internship opportunity to one student (in agriculture), but in addition to one trainee from natural management specialty, a trainee from rural tourism service specialty was engaged as well; • 1 building constructed / refurbished which was planned and expected; • Nr of customers / visitors increased by 500-600. The numerical increase was not planned, but due to the fact that we could extend the tourism season and show the birds indoors, in winter conditions. • The increase of the company's turnover was planned step-by-step in accordance with the birds' numerical growth. Real growth is not known, but company's vision is an agricultural production (at the moment it is tourism).
Commentary	
Need for the project	The project would not have proceeded in the absence of the funding. There wasn't any hope for a bank loan before the decision to fund this project from RDP. The bank didn't see any sustainability or benefit in it. Thanks to the funding and the start of the

	<p>construction the project received a bank loan to continue the building process. Any other funding is not received or applied for. A slaughterhouse and a room for fillet will be constructed in the next phase of the project, if the bank is willing to increase their loan. More funding will be applied for equipment from RDP measure 3.1.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>Although the project team had little experience with composing a business plan (financial support for tourism from Enterprise Estonia) and none regarding the RDP, not much external help was used to draw up the business plan. The Agency was of big help with their logical application forms and guidance materials. Jäneda Õppe- ja Nõuandekeskus (The Centre of Learning and Counselling in Jäneda) helped the project team to fill in some financial tables and to compose the financial forecast. The help given was excellent (1). If additional help would have been needed then the project team would have turned to the attested consultants for RDP.</p>
<p>Application process</p>	<p>Application process was reasonable and clear. No contract was needed after the application process. The Agency sent a letter of approval and the funding was transferred soon after that. The application process took 3 months. Measure 1.2 is one of the easiest regarding the administrative burden because it doesn't require match funding or explanation of costs in advance and the money is transferred to the beneficiary's account in advance. It's surely the best choice for young starting agricultural entrepreneurs.</p>
<p>Context and initial conditions</p>	<p>The Republic of Estonia is divided into 15 counties. Järvamaa or Järva county is situated in central part of the country. Territory covers 2623km² and 36 130 people live in Järva county - constituting 2.7% of the total population in Estonia. The county is subdivided into 1 urban municipality (Paide town) and 11 rural municipalities. Ostrich breeding farm is situated in Järva county and Imavere municipality. Ostrich breeding farm was started as a family business in 2002.</p> <p>Ostrich breeding does not receive any direct funding and for a long time ostriches were not included in Estonian agricultural sector – they were considered too exotic and more like a tourism attraction. But the project team saw that the ostrich meat has a potential market in Estonia so they decided to increase the breeding. It took some persuading and finally the national government included ostriches in the regulations for agriculture. The project team had to expand existing activities and create right conditions for young ostriches so they could survive the cold winter period and it worked out well. The local authorities have co-operated well with the farm, giving them no hard time with construction permits and the like administrative burden.</p>
<p>Current employment conditions</p>	<p>A barn, incubation room and a room for feedingstuffs were built. Expectations were met, as the last winter was cold and snowy - birds felt great and the working conditions were much better than in the old barn. So the project team didn't need to hire more people.</p> <p>They have hired a trainee from Olustvere Maamajanduskool, who picked this farm to carry out his/her traineeship, mostly because of the novelty and diversity of the activities in the farm. Labour market conditions in the region are mostly good and if skilled people are needed, they can indeed be found.</p>
<p>Specific factors that determine Good Practice</p>	<p>Ostrich breeding is rare in Estonia. This field is especially suitable for women in rural areas. The project has a long term vision and further construction is planned (the slaughterhouse and fillet house) to provide premises for a complete production process. The farm has good cooperation partners in production as well as tourism, e.g. partners provide cabbage for nutrition of birds, museums and pubs promote the farm and vice versa. A solid network has been created in the region that the ostrich farm successfully participates in. The farm also contributes to the social capital of the region, providing traineeships and being a potential employer for local people in the completion of the next construction stage.</p>
<p>Lessons learned on project development and delivery</p>	<p>The project team was quite independent during the whole process and didn't use much external help. They believe to have received the help they needed. As a lesson learned, they recommend elaborate communication with the Agency both in application and project implementation phase to avoid misunderstandings and lack of information on both sides.</p>

Success factors	A long-term vision and a clear purpose is the basis of sustainability. The project team is known for their will to take action but also some help should not be denied. In addition, with extensive collaboration in the region and a bit of luck, one can surely succeed.
Transferability	The project is the kind that has great potential in knowledge transfer and is relevant to other regions as well as their own. Today, they are a small family business but already they are known all over Estonia and have reached big commercial chains, providing them ostrich eggs. After completing their second phase of construction they will be able to provide slaughter service to other ostrich farms in Estonia. Their lively project team is a good example for other starting agricultural entrepreneurs and eager to express their experience also to others.
Additional information	
Contact details	Organisation: OÜ Jaanalinnufarm Name: Inge Rohtsalu Phone: +372 56 657 199 Email: jaanalinnufarm@gmail.com Website: www.jaanalinnufarm.ee
Logo/photo/location map	   

Construction of bioethanol plant	
Project profile	
Good practice title	Construction of bioethanol plant, Bioetanoolitehase ehitamine
Location of the project	Estonia NUTS3 Code/name: EE00101
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Measure 1.6.1
Starting & end date	Start: 01-02-2008 End: ongoing
Duration of application process	~6 months
Project type	<ul style="list-style-type: none"> Other (specify): Ethanol Production
Brief description	<p>It is an example (ongoing) of novelty in bioenergy production in Estonia. A plant for producing bioethanol from agricultural products and residues (incl. sugar beet and vegetables) was established to diminish residues from agricultural production. Funding was used for construction and buying the factory equipment. The main beneficiary is the Kadarbiku farm. The Harju county also benefitted from the project as 18 new jobs were created and people from around 30 km were employed in the plant.</p>
Project costs and budget distribution	<p>Total costs: 47 732 691 EEK (3 050 675 EUR) RD programme funding: 10 000 000 EEK (639 116 EUR) % EAFRD in total costs: 20% Matching finance (total): 37 732 691 EEK (2 411 558 EUR) Of which: - Private funding 37 732 691 EEK (2 411 558 EUR) - Public funding 0 EEK</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as:</p> <p>8 full-time jobs created as planned and 10 part-time jobs created for production period which was not planned at first</p> <p>8 Estonian and 1 Spanish businesses assisted in collaborative activity in building the plant which was planned.</p> <p>2 learning opportunities were provided as planned: There were no skilled staff for ethanol distilling and a trainer from Spain came to train 2 people the distilling skills.</p> <p>2 buildings were constructed as planned: Pressing/fermentation building and distilling tower.</p>
Commentary	
Need for the project	<p>The lack of ethanol production in Estonia created the need for the project. What triggered the project was an overload of residues from farming in Kadarbiku farm and also a lot free land to cultivate sugar beet. The project gave Kadarbiku farm company additional value in economising their business. It also added value to the region and Estonia on the whole with its innovative solution to agricultural residues.</p> <p>RDP funding helped to start up the project faster. The project would have proceeded in a significantly different form in the absence of RD funding, whereas the plant would have been constructed in a smaller size for producing less volume. Also the pace of construction would have been much slower, as the support added also stimulates to get ahead with it as well as providing financial funds.</p>
Business Plan development (1 = excellent, 5 = very poor)	<p>- The support provided for the BP process from the Agency was ok (score 3)</p> <p>- They had more or less the skills in-house to undertake Business Planning unsupported (score 3)</p> <p>No consultancy services were used for preparation of the business plan. The company employed a project manager/sales manager who helped draft the business plan and project application for the project. The project manager had experience in project preparation from previous work. Much help was given also by the Agency. No further</p>

	<p>help was needed. Today, the project leader who prepared the business plan has left the company but has transferred successfully the knowledge of preparation and monitoring of a business plan as well as reporting to the Agency. Much of preparations for the reporting is done by the accountant of the company. The administrative burden is not highly demanding.</p>
Application process	<p>The Agency was supportive towards the project crew and all questions were answered. The company had no former experience in preparing projects with such a big volume. Project application was approved in about 6 months. It was time consuming but the process was acceptable because a lot of money was at stake.</p>
Context and initial conditions	<p>The Republic of Estonia is divided into 15 counties. Harju maakond is a county in Northern Estonia. Territory covers 4333km² and 524 938 people live in Harju county constituting 39.2% of the total population in Estonia. Tallinn, the capital of Estonia, is included in the county. The county is subdivided into municipalities. There are 6 urban municipalities and 18 rural municipalities.</p> <p>The plant is situated in the county of Saue ca 25 km from capital Tallinn.</p> <p>Local Government's as well as National Government's interest in the project has been rather small, but the project team got a lot of help from the Estonian Tax and Customs Board. It was a new situation for both parties but the co-operation has worked out well. In Estonia there were no companies producing ethanol when this project started. The most difficult part was the lack of skilled people who could share their knowledge of ethanol production. Finally, the project team had to learn everything by doing and by desk research so accordingly, it took a lot of time to get the factory working.</p>
Current employment conditions	<p>The employees in the factory are mostly locals, from surrounding areas in 30 kilometres. All workers who work with distilling, kettle, fermentation and in the lab had to be trained. There was no qualified staff in Estonia at the start of the project. A trainer from Spain taught the workers distilling and fermentation.</p>
Specific factors that determine Good Practice	<p>The project is very innovative for a number of specific factors. Agricultural residues are not thrown away but are reused for fermentation. The leftovers from fermentation are given to neighboring farmers to feed their cattle. For ethanol production a part of the farm's land is now used for growing sugar beet that was fallow before.</p> <p>Ethanol is a product that has many usages which gives the farm long term sustainability. At first pure ethanol is produced. But in the future there are many products elaborated from ethanol. This together with working social partnership ensures the financial stability for the project and a great environmental impact that is already seen and felt in the area.</p>
Lessons learned on project development and delivery	<p>At the moment the project has received 700 000 EEK from 10 000 000 EEK (RDP funding). Sufficient support has been received from the Agency so far in both application and implementation phases. The project team had no experience with RDP projects before but a project manager was hired who focused on the administrative issues of the project. Some aspects of the project will be changed. At first it was foreseen that all the equipment and services would be ordered from Spain. But as it later turned out that some equipment and services could also be ordered from Estonia and at the same time it would be a lot cheaper. Hence, the project will undergo some changes so that Estonian companies will be also accepted. In order to change the documentation and the project according to the rules, the project manager and the Agency have to work closely together.</p>
Success factors	<p>The main success factors are firstly the innovative idea behind the project and the detailed business plan that convinced the Agency. Secondly, one of the most important success factors was indeed the brave start of the project altogether. The innovative idea and the administrative burden regarding the application together with having no previous experience in the project world were pretty frightening at first but the hard work paid off. The farm is a family business and with the ethanol plant it has grown into a good example for others with an excellent team and a very high quality of production.</p>
Transferability	<p>The project is in many parts suitable for knowledge transfer. All the bigger farmers in EU</p>

	<p>could use their residues for ethanol production but it is not yet widely spread in Europe. More farmers should enhance their capacity with diminishing agricultural residues.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>Organisation: FIE Ants Pak Name: Ants Pak Phone: +372 6717627 Email: info@kadarbiku.ee Website: www.kadarbiku.ee</p>
<p>Logo/photo/location map</p>	<div data-bbox="857 411 1149 562" data-label="Image"> </div> <div data-bbox="850 569 1151 793" data-label="Image"> </div> <div data-bbox="850 827 1151 1050" data-label="Image"> </div>

Local food project "UMA MEKK" (Own Taste)	
Project profile	
Good practice title	Local food project "UMA MEKK" (Own Taste), Kohaliku toidu projekt "UMA MEKK"
Location of the project	Estonia NUTS3 Code/name: EE00806
Timescale	Programme period: 2007-2013
RDP Axis/Measure	4. axis (LEADER)
Starting & end date	Start:11-10-2009 End: 11-10-2011
Duration of application process	4 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Organic farming • Food processing • Food marketing • Collaboration in the food supply chain • Farm diversification • Agri-, Green- or Cultural Tourism • Provision community services • Skills / training
Brief description	<p>The project was initiated in cooperation with the regional government, local initiative group and enterprises (ongoing). The aim is to create a platform for food industry enterprises in Võru county to exchange experience and contacts as well as to guide their collaboration. It is a good example of regional government initiating support for local enterprises.</p> <p>The project's keywords are: Mari-Moos-Magustoit (Berry-Jam-Dessert) which means that this network is about growing raw material, processing and marketing it.</p> <p>RD funding was used for organizing seminars and working groups (working groups on subjects like herb gourmet; making bread; "What to do with a sheep", possibilities of the use of ecological food in catering); actions to disseminate information about the trademark UMA MEKK; publishing an information-leaflet to introduce Võru county food producers; conducting a research to map small food producers in Võru county area. Main beneficiaries were the local entrepreneurs in Võru town and Võru county.</p>
Project costs and budget distribution	<p>Total costs: 286 301 EEK (18 297,9 EUR) RD programme funding: 221 533 EEK (14 158,5 EUR) % EAFRD in total costs: 77%</p> <p>Matching finance (total): 64 768 EEK (4139,4 EUR) Of which: - Private funding 64 768 EEK (4139,4 EUR) - Public funding 0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as:</p> <p>55 businesses assisted or taking part in collaborative activity. 80-100 businesses were planned to participate, so 50 was not in line with the expectations.</p> <p>100 learning opportunities were provided which was in line with expectations.</p>
Commentary	
Need for the project	The project was initiated in the need for tighter cooperation of local small entrepreneurs. In the absence of RD funding the project wouldn't have proceeded in the same scale due to lack of necessary funds.
Business Plan development	Business Plan was not required for applying support from LEADER measure as the applicant is a Non Profit Organisation.
Application process	The application process needed a lot of information and groundwork (e.g. mapping how

	<p>many small enterprises/food processors are in the region). It was not the easiest task to accomplish as the information is changing fast. It took about 12 months to do the groundwork and write an application. Time between submitting the application until signing the contract was 4 months. The project development process and funding was smooth and by the book, but the payments from the Agency took more time than expected. The project team had the right skills to undertake the project. Some help was needed in the catering area and relevant information was received from Võru Kutsehariduskeskus (Võru Vocational Education Centre).</p>
Context and initial conditions	<p>The Republic of Estonia is divided into 15 counties. Võru maakond is a county in Southern Estonia. Territory covers 2305km² and 37 888 people live in Võru county constituting 2.8% of the total population in Estonia. The county is subdivided into municipalities. There are 1 urban municipality (Võru town) and 12 rural municipalities.</p> <p>UMA MEKK is a jointly developed project by Võru county government, Võrumaa Partnership Assembly and Võru county entrepreneurs. Its aim is to gather information on small food producers and to develop a network for exchanging experiences and for common marketing of Võru food productions.</p> <p>Bigger entrepreneurs are quite well off, but smaller entrepreneurs need a supportive network to develop and survive. Trust in the project had to be earned as well – small entrepreneurs were afraid of their competition and needed proof that selling their products on their own was not sustainable and financially reasonable.</p> <p>Above-named parties in the project were very interested in developing the networking platform, but Estonian Government regulations do not provide enough subventions in rural areas and the labour conditions in Võru county area suffer from the lack of support.</p>
Current employment conditions	<p>The current situation concerning the available qualified labour in the locality is rather poor. Many people move away to bigger cities, as there are more opportunities and variety to find work.</p>
Specific factors that determine Good Practice	<p>Võru county government, Võrumaa Partnership Assembly and Võru county entrepreneurs were all eager to implement the project and highly motivated during the application and implementation process. They worked closely together towards the project goals. All parties had meetings and discussions together and everything worked as planned. The funding organization Estonian Agricultural Registers and Information Board (PRIA) provided clear answers, the agents were supportive and cooperative. Uma Mekk is an exemplar of good practice as it gives small entrepreneurs in rural areas a chance to succeed in the competition.</p>
Lessons learned on project development and delivery	<p>Project activities and research were done at the same time during the whole project process. Some argue that the research should have been done before other activities but as the information is constantly changing and the research done before might not be relevant by the time of the project start. Thus the project team voted for flexibility and decided to get on with the project activities in parallel.</p>
Success factors	<p>Local food is more and more valued and local entrepreneurial people made the project a success. After the seminars and meetings entrepreneurs know each other, are communicating actively and participating together in national fairs.</p> <p>A concrete success example is that a new project is already presented to Võru Partnership Assembly in 2010, which includes following actions:</p> <ul style="list-style-type: none"> -collecting recipes; -training days; -participating in 8 fairs + in Uma Pido (<i>Own Party</i>) in Põlva; -organizing a BIG FAIR in Võru city in autumn, 2010.
Transferability	<p>Similar projects have been carried out elsewhere and also proven to be successful. This project has great potential to replicate the project results and know-how elsewhere in Europe, but it is important not to neglect cultural differences (e.g eating and consumption habits).</p>
Additional information	


<p>Contact details</p>	<p>Organisation: LAG Võrumaa Partnership Assembly Name: Ave Tamra Phone: +372 50 287 83 Email: umamekk@voruleader.ee Website: www.voruleader.ee/et/eesmaerk</p>
<p>Logo/photo/location map</p>	<div data-bbox="906 331 1057 541" data-label="Image"> </div> <div data-bbox="782 543 1185 812" data-label="Image"> </div> <div data-bbox="782 844 1185 1110" data-label="Image"> </div>

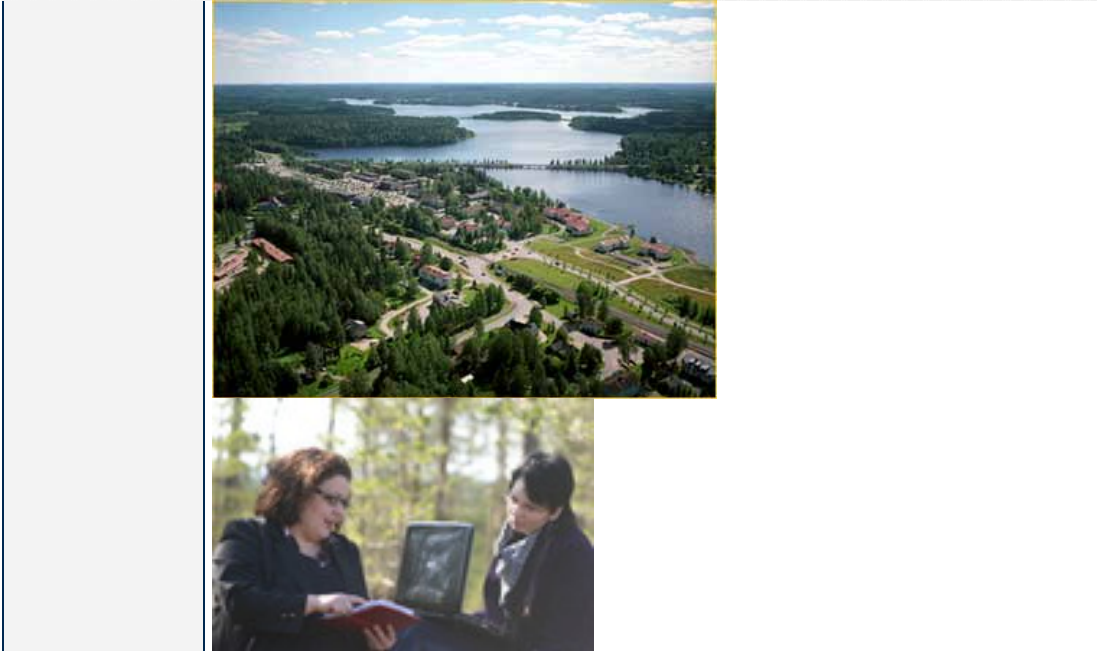
8 Good practices in Finland

For Finland the following good practices are included:

- Entrepreneurship-network for young people
- Smart village of the future - Ruhtinansalmi
- AGRO Living lab


Entrepreneurship-network for young people	
Project profile	
Good practice title	Entrepreneurship-network for young people
Location of the project	FINLAND NUTS3 Code/name:FI194/South Ostrobothnia
Timescale	Programme period: 2000-20006
RDP Axis/Measure	Finnish Regional Rural Development Programme ALMA (and with continued support from Leader+)
Starting & end date	Start: 05-11-2004 End: 31-12-2005
Duration of application process	19 months
Project type	Farm diversification (Entrepreneurship)
Brief description	The aim of this project is to activate young people to start up new businesses. How to create an entrepreneur-friendly atmosphere and spirit of free enterprise in the countryside? A solution has been found in Kuusiokunnat in Southern Ostrobothnia, where young people's creative ideas and business experiments are supported and entrepreneurship courses are provided.
Project costs and budget distribution	Total costs: 33 375 €, RD programme funding: 9 011 €, % EAFRD in total costs: 30% Matching finance (total):21 027 € Of which: Private funding - Public funding 15 019 € (state) and 6 008 € (local authorities)
Actual or projected project outputs in terms of results, outcomes and impacts	The "Young People for Enterprise" project is managed by the Ähtäri 4H Association has resulted in improved opportunities for participation and action among young people. Young people's confidence in their own abilities has also increased. At the same time, the area's attractiveness and image as a place to live in the future have improved in the eyes of the young. Sponsored businesses and start ups have also shown good results. Preliminary cooperation agreements have been concluded between young people and companies. The business idea competition revived entrepreneurship studies in schools and colleges. Schools were keen to participate in the competition: in all over two hundred young people in the region submitted a proposal. The competition will be organised again in the future every other year in cooperation with the Kuusiokunnat 4H Association and OP Banks.
Commentary	
Need for the project	The main aim of the project is to engage young people in the development of the area as well as encourage young entrepreneurs to start companies or initiatives that will assist in developing the local community. Young people are especially at risk of being excluded in rural areas or moving towards larger urban units – hence, this project has long term impacts on the development preconditions for the region. In this area, with a total population of less than 30 000 inhabitants it is a very important activity for keeping local services etc. in the future.
Business Plan development	No special business plan has been developed. However, collaboration with schools has been a major feature. Information seminars, company visits, a business idea competition, an entrepreneur's club and course, and personal guidance and supervision were some of the things organised for young people. Young people in Ähtäri were inspired to make their own products and to sell them at a local bazaar, the market square, a coffee bar, and in a souvenir and handicraft shop.
Application process	No special comments were given by the project owners. They have previous experience form such project application procedures and with the assistance of the LAG-group they have been able to fill in the forms necessary.

Context and initial conditions	<p>Ähtäri is one well-known tourism and vacation town in the centre of Finland. It has a beautiful landscape with many lakes and preserved nature. The population of Ähtäri is about 6 000 people.</p> <p>The project was initiated by the 4H organization – organizing young people in rural areas. Supported by other local development actors (rural movement, Leader/LAG etc.) the project is well in line with the overall development efforts in the area.</p>
Current employment conditions	<p>It is still too early to give any clear results of the project in numbers of new work places or companies (long term effects). However the engagement of young people in development efforts is an achievement in itself.</p>
Specific factors that determine Good Practice	<p>This initiative is special because of its aim to engage young people and women in entrepreneurship but not least since it is initialized and run by young people from a rural area.</p>
Lessons learned on project development and delivery	<p>To involve partners and young people directly in initiating and developing the project.</p>
Success factors	<ul style="list-style-type: none"> • Initiated and run by young people • Collaboration with partners such as schools
Transferability	<p>This project can be replicated in other rural areas that experience a lack of involvement of young people in the rural development of the region.</p>
Additional information	
Contact details	<p>Organisation: Ähtäri 4H-team Leader Name: Ms Niina Martikainen and Ms Päivi Phone: +358 40 7355 981 or +358 40 527 6606. Website: www.kuudesta.net/kven.php</p>
Logo/photo/location map	 <p>The image is a map of Finland, divided into its administrative regions (Lääni). The regions shown are Lapin lääni, Lapplands lääni, Oulun lääni, Uleåborgs län, Norra Östergötlands län, Östra Östergötlands län, Västra Östergötlands län, Östergötlands län, Södra Östergötlands län, Södra Finlands län, Ålens län, and Åhvenanmäns län. The central region, consisting of Kuortane, Iitiemi, Soini, Ähtäri, and Tiiuva, is highlighted in green. Two blue arrows point from the text 'Logo/photo/location map' to the green highlighted area on the map. The word 'SUOMI' is written across the center of the map, and 'FINLAND' is written below it. A scale bar at the bottom left indicates 0, 50, and 100 km.</p>



Smart village of the future - Ruhtinansalmi	
Project profile	
Good practice title	Smart village of the future -project Ruhtinansalmi
Location of the project	FINLAND NUTS3 Code/name:FI134/ Kainuu
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Finnish Leader + (Kainuun ELY-keskus / Kainuun Naisyrittäjyys Leader ry)
Starting & end date	Start: 01-10-2009 End: 30-09-2012
Duration of application process	6 month from submitting the application to receiving formal approval
Project type	<ul style="list-style-type: none"> • Agri tourism • Village renewal • ICT
Brief description	This project was elected the development project of the year in Finland and takes place in an active and innovative village, using ICT-technology in many different ways.
Project costs and budget distribution	Total costs: 149 478 € RD programme funding: 60 538 € % EAFRD in total costs: 40 % Matching finance (total): Of which: - Private funding: 14 948 € - Public funding: 73 992 €
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Because the project was started only 9 months ago, jobs have been created only indirectly. Moving people employs local people (renovation of houses, buying tools, equipment and so on). The club house refurbishment already employs people and will employ much more, if the big refurbishment can start. • People moving to the region also bring (own) jobs with them: A German person coming in 2 weeks continue with his job in Ruhtinansalmi and continue the tourism business on the property. • Two businesses assisted or took part in collaborative activity – one company is looking for somebody eventually taking over the business, one company wants to establish business (the German person mentioned above). • Training places or learning opportunities are on the way, but it is too early to talk about results yet. • Visitors coming to look for properties also use the local tourism enterprises services. • Planned outcomes are as follows: <ul style="list-style-type: none"> • Information about the project: <i>Internet-TV programs</i> (videos about village, tourism, history) • <i>Village service centre</i> (people get more public services; project can help older people to manage the connection with public authority) • <i>Fast internet</i>: (the project helps to improve mobile phone connections and a optical fibre cable with 100 MB connections no later than year 2015) • <i>Work for using of more bio energy</i> (education and information, working together with other projects. Woodchips and solar cells.) • <i>Renovation of club house</i> (the club house was a big regional meeting point in the sixties where sometimes up to 700 people gathered on evenings, with famous Finnish artists, and people travelling from 100 km or more.) • <i>All-round village school</i> (school with a and adult learning centre) • <i>New adventure tourism program</i> (the project tries to find a good idea for a special adventure program - testing of best ideas)

	<ul style="list-style-type: none"> • <i>Mapping of properties to buy or rent</i> (The intention is to get more people to this region. As inhabitants better than only for holidays. Mapping of old houses and land plots in the Ruhtinansalmi region on offering them on the village website and on o German portal (immozentral.de). The intention is also to get some big investor into the region (hotel- or other tourism project. The supply of land in the region is for this reason also offered on international web-portals (China and Pakistan).) • <i>Planning of information signs</i> (War history – Information signs about war history and historic places in the village) • <i>Good web sites</i> (Updating all the time – The property-part of the website also published in German and English language.)
Commentary	
Need for the project	<p>The overall aim of the project is to vitalize this part of rural Finland. The methods to achieve this include many elements, but one interesting element is to try to attract people from other parts of Finland and Europe to move in to the area, by offering attractive places for living and (distance-) work. There is a need to increase the conditions for “better living” in the area e.g. good connections, as well roads and internet. More inhabitants and more tourists will result in increased activity and also more “happenings” in the club house, that is part of the project.</p> <p>The project would NOT have proceeded in the absence of RD funding. <i>“It is impossible to develop such a large project without funding”.</i></p>
Business Plan development	<p>No business plan was made and no consultancy services used. (When asked, the project leader did actually not understand the meaning of the word business plan)</p> <p>The applicant had previous experience and did not need and further help. So project planning was not seen as very difficult, since the applicants had the know-how needed and knew what (and how) to do.</p>
Application process	<p>The application process was seen as very demanding. One big problem was the voluntary working list, which had to be ready for the application (although one of the main ideas of the project is to engage volunteers).</p> <p>The applicant has to explain in a very (overly!) detailed fashion, which kind of work the volunteers will do. This is very difficult, because the kind of work can (and often does) change after starting the project. More flexibility is wanted!</p>
Context and initial conditions	<p>There has been an active village development movement in this area for quite some time already – creating a good basis for the project. Some projects were developed earlier in this area aiming at getting more people to move to the countryside. The marketing was carried out probably mostly in Finland. However, experience shows that most of the people moving in are coming from other countries.</p> <p>People in middle Europe are saturated on many things and many want to emigrate (too much people, to expensive “habitation costs”, too much traffic etc. And this part of Finland actually has better internet connections than many places in the centre of Europe. In order to attract white collar jobs to this part of Finland this is a very important “selling argument”. The intention is to release one new project (the part “more people get to countryside”) that is larger than the current one – at least covering the municipality of Suomussalmi or the three municipalities in the north of the Kainuu region. Then the supply of available properties would also be larger.</p>
Current employment conditions	<p>Jobless people in Suomussalmi municipality amount to 14 %, however it can be difficult to get labour for some works (example: refurbishment of club house).</p>
Specific factors that determine Good Practice	<p>Relevant factor for the development of our region is good connections – road connections, but also internet-connections. We got a few years ago the wireless WIMAX-connections, who allow 2 megabyte connections also when the customer is living at distance. In a few years it should be possible to have 100 megabyte connections. This access brings us new residents, who would not come without good connections (example: the German person</p>

	<p>mentioned above).</p> <p>The project has a long term sustainability because the property business is possible to continue (and will be continued) after the project finishes.</p>
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • The villages involved have a good, previous experience in development projects – this has been a great help. • The people involved also had the right skills to undertake this unsupported.
Success factors	<p>“The development targets have to be real!”</p> <p>A realistic approximation of the chance to succeed is necessary at the early stage of project preparation. And – as often - it’s not so good to think about financing first and then to look for financing targets.</p>
Transferability	<p>Project fits rather remote rural areas that want to vitalize the region and attract new inhabitants by improving their connections and marketing activity.</p>
Additional information	
Contact details	<p>Organisation: Elävä Kainuu LEADER ry Name: Mr. Hans Gerber Phone: + 358 44 3122 900, + 358 40 411 4658 Email: info@ruhtinansalmi.fi / Website: www.ruhtinansalmi.fi</p>
Logo/photo/location map	

AGRO Living lab	
Project profile	
Good practice title	AGRO Living Lab
Location of the project	FINLAND NUTS3 Code/name:FI194/South Ostrobothnia
Timescale	Programme period: 2007-2013
RDP Axis/Measure	South Ostrobothnia Central Programme (EU EAFRD) - Finnish RDP programme 2007 - 2013
Starting & end date	Start: 01-01-2009 End: 31.12.2011
Duration of application process	13 months
Project type	Agriculture and forestry User driven R&D in developing machines and devices in agriculture and forestry
Brief description	<p>Agro Living Lab focuses on usability and user driven design for technologies in agriculture and forestry. The objective of the living lab is to boost the whole production chain from field to fork. The aim is to produce useful and usable products and services for farmers and contractors in agriculture and forestry in order to e.g. increase users' productivity and quality of work. The focus is strongly on machine design and man-machine interfaces. Objectives of the project are:</p> <ol style="list-style-type: none"> 1) to improve usability and added value of agricultural and forestry machines for the end users, 2) to promote international level living lab activities on smart technologies in agriculture and forestry, and 3) to activate agricultural and forestry industry to co-operate with users and to consider user needs at an early stage in product development process. <p>The tasks include e.g. developing methods for how to study user needs or to evaluate usability of technologies in agriculture and forestry.</p> <p>Agro Living Lab is located in South Ostrobothnia, Finland. It is a co-operation project of Seinäjoki Technology Centre Ltd., Seinäjoki University of Applied Sciences and Ruralia Institute of Helsinki University.</p>
Project costs and budget distribution	<p>Total costs: 570 000 RD programme funding: 483 000 % EAFRD in total costs: 85% Matching finance (total): 87 000 Of which: - Private funding: 57 000 - Public funding: 30 000</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts Quantitative aims for the project are:</p> <ul style="list-style-type: none"> • Agro Living Lab –activity model 1 pcs. (ongoing) • Agro Living Lab –communications plan 1 pcs. (done, updated yearly) • User driven services/tools 1-2 pcs / year (ongoing, 2 services defined) • User network 1 pcs (specification done, new members are recruited during the project) • Piloting new methods/tools 2-3 pcs / year (5 methods tested) • Publications (brochures, articles, etc.) 4-5 pcs, (2 brochures, 6-7 articles (newspapers & scientific), 2 other publications, 3-4 publications under preparation) • Press release 1 pcs / year (newspaper articles published) • Seminars 3 pcs (1 done, 1 under preparation, 1 to be held in 2011)
Commentary	
Need for the project	<p>The needs include e.g.</p> <ul style="list-style-type: none"> • Ageing population in rural areas (the populations is also declining in numbers), farms

	<p>are getting bigger and they are focusing more and more in order to specialize -> need to increase users' productivity and need to decrease a share of human work</p> <ul style="list-style-type: none"> • Demand for usable machines also in agriculture • Possibility to find new innovations through new user driven design methods in agriculture <p>The project was seen as very important development action in partner organisations. But during that time not so many funding instruments were available for this kind of project. Thus this instrument was crucial for the project to be implemented.</p>
Business Plan development	<p>One goal of the project is to develop a business plan for the Agro Living Lab. Thus during the application phase it was not drafted as regards to the questions. The paying agency helped in writing an application form and gave hints for how to make a successful application.</p> <p>The project is a co-operation project that is carried out together with Seinäjoki Technology Centre Ltd., Seinäjoki University of Applied Sciences and Ruralia Institute of Helsinki University. The application was drafted in co-operation with these organisations and no consultancy services were needed.</p>
Application process	<p>The administrative process of our application was demanding and time consuming due to the fact that the paying agency was not able to make any funding decisions during the time we submitted our application. It took 13 months from submitting the application to get the final decision. Compared to other public funding projects, the administrative burden has been extremely heavy (for instance a very specific project plan was needed and many annexes had to be produced).</p>
Context and initial conditions	<p>User driven innovation has been considered increasingly important for business success in public and private sectors. This is why Finnish Ministry of Employment and the Economy promotes user driven innovation on its policy. Region of South Ostrobothnia is a strong area in primary production and food processing industry.</p> <p>Especially agriculture, forestry and agricultural technology are characteristic for the region. To support the industry the region has a strong research network in agriculture and forestry and agricultural technology is one of the focus areas in Seinäjoki Technology Centre.</p>
Current employment conditions	<p>From the user's point of view the project is assessed very useful (business and end-users). As regards to employment in the locality the project activities need several specific competences from the project workers. Thus it is quite difficult to find "ready-made" workers for the project. So far the project has received those resources that it has needed.</p>
Specific factors that determine Good Practice	<p>Promoting user driven methods in agricultural sector is still really rare and industry is just waking up on the topic. Agro Living Lab does pioneer work for considering user needs and developing methods. Most of the used methods have earlier been used in ICT and other sectors. In agriculture and forestry methods must be experimented and developed further to meet the specific sector needs. With new methods Agro Living Lab aims to be innovative and experimental - introducing new elements in every test case.</p> <p>Involvement of Seinäjoki Technology Centre Ltd, The School of Agrotechnology and Forestry of Seinäjoki University of Applied Sciences and Ruralia Institute which is an expert institute at the University of Helsinki.</p>
Lessons learned on project development and delivery	<p>At first (2007-2008) there was a long period before even the paying agency could provide any information on the application process. After that support was sufficient.</p> <p>Ready-made templates for projects plans and all demanded annexes in the application phase would have been very useful.</p> <p><i>"You have to ask all details from the paying agency because you cannot be sure if some action is eligible or not. Maybe more clear instructions would decrease a need for this."</i></p>

	<p>(Although it was clear from the project owners that support from the paying agency has been very good.)</p> <p>Some other funding instruments feel more flexible than this one.</p>
Success factors	Fruitful co-operation between partners and strong support of steering group
Transferability	Currently “living labs” are a popular topic in Europe. Agro Living Lab is also a member of European Network of Living Labs (ENoLL) where the project has an opportunity to exchange experiences with other living labs. Also the project has shared experiences with other similar type of regions in other projects. However, Agro Living Lab would still be interested to share more experiences with other agricultural regions in EU.
Additional information	
Contact details	<p>Organisation: Seinäjoki Technology Centre</p> <p>Name: Ms Sanna Kankaanpää</p> <p>Phone: +358 400 743 422 or +358 20 124 4007</p> <p>Email: sanna.kankaanpaa@stoy.fi</p> <p>Website: http://www.stoy.fi (www.agrolivinglab.fi in Finnish)</p>
Logo/photo/location map	

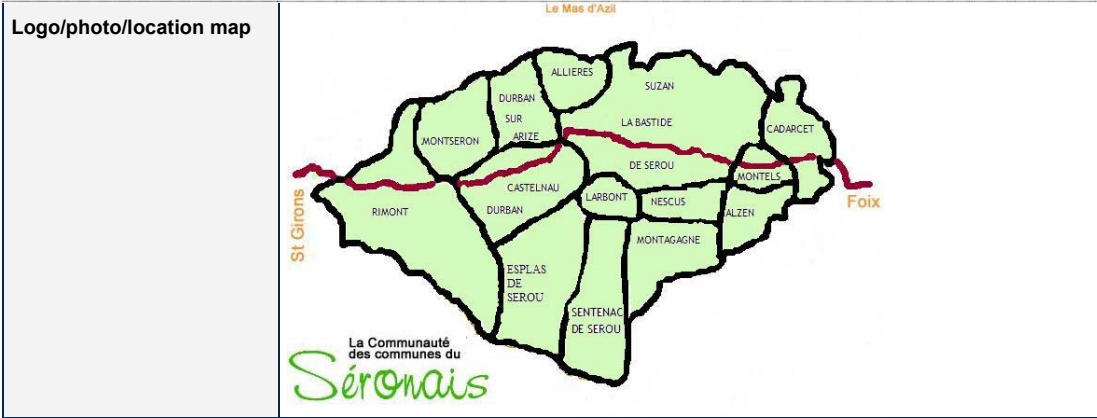
9 Good practices in France

For France the following good practices are included:

- Welcome and accompany newcomers in the region of Séronais
- Residences for entrepreneurs
- Development of short food supply chains

Welcome & accompany newcomers in Séronais	
Project profile	
Good practice title	Structure that welcomes and accompanies newcomers in the region of Séronais
Location of the project	France NUTS3 Code/name: FR 621
Timescale	2000-2006
RDP Axis/Measure	
Starting & end date	Start: 2003 The Espace Séronais is still up and running. As the structure is meant to be sustainable, no end date is foreseen.
Duration of application process	The persons involved in the application process are not available any more.
Project type	<ul style="list-style-type: none"> Guidance and integration of newcomers
Brief description	The mission of the 'Espace Séronais' is to welcome and accompany newcomers on its territory. In most cases these are individuals but it can also be companies/ organisations. The 'Espace Séronais' is organised in two units: i) a unit focussing on (economic) development and ii) a unit focussing on integration. The first unit deals with economic projects (e.g. rural excellence pole), while the second unit deals with the integration of individuals facing difficulties (unemployed, unqualified individuals, etc.)
Project costs and budget distribution	
Actual or projected project outputs in terms of results, outcomes and impacts	<p>i) The development unit accompanies newcomers that want to develop an (economic) activity. Through networking the Espace Séronais can mobilize actors in the field and identify potential for development. In the best case successful integration of the newcomers leads to a sustainable establishment of a new activity. In 10 years 60 new companies (sometimes very small ones) were created in the region.</p> <p>ii) The integration unit deals with 50 to 80 cases a year (individuals or families). In 2009 78 cases were dealt with. All of these individuals have an integration contract with the state. Out of the 78 cases, 73 have been dealt with by the Espace Séronais. Out of the 73 only 12 cases have been successfully closed (e.g. after the individual found a job).</p>
Commentary	
Need for the project	The need of a structure like the 'Espace Séronais' has been created in 2003 when a set of competences was decentralised from the national authorities to regional authorities (Département). The monitoring and escorting of newcomers was one of those competences. In the Séronais region the 'Département' decided to (financially) support the Espace Séronais, an independent structure. Moreover, as the region is scarcely populated (only 3000 inhabitants) and predominantly rural, it needed an actor to take care of welcoming, guiding and integrating newcomers.
Business Plan development	Espace Séronais is used to write project offers. They have enough in-house knowledge to write the business plans.
Application process	The Espace Séronais has submitted proposals for several calls for projects financed with EAFRD funds. This process has been experienced as demanding but manageable. Moreover, as most projects contain important technical parts, the Espace Séronais has been accompanied by 2 engineers throughout the process.
Context and initial conditions	<p>Before the existence of the Espace Séronais the guidance and integration of newcomers was the sole responsibility of the social assistants. A place dedicated to these activities did not exist. This meant that there was no specific approach adapted to the needs and context of the Séronais region.</p> <p>In the initial set up of the Espace Séronais the mission was defined as economic. Only at later stages the social vocation has been added to the mission. However, the aim remains</p>

	to link up social and economic elements in the field in order to attain the best possible results.
Current employment conditions	The Espace Séronais has dealt with 50 to 80 integration cases a year (individuals or families). The aim is to integrate all of these individuals back into society. For this the state created an 'integration contract' that mentions the obligations of the individuals and the commitments of the state. Out of the 78 cases in 2009, 73 have been dealt with by the Espace Séronais. Out of the 73 only 12 cases have been successfully closed (e.g. after the individual found a job). The other cases are still open, which means that work continues.
Specific factors that determine Good Practice	The strengths of the Espace Séronais can be summarized as follows: <ul style="list-style-type: none"> • It is an organization that is active in the field. This means it can identify opportunities and chances that are specific to the Séronais region. It allows the Espace Séronais to match local needs to opportunities brought by newcomers. • It adopts a customized approach that leads to tailor-made solutions. All beneficiaries are individuals who are also treated as individuals with different strengths and weaknesses. • Its approach is not one of ad hoc interventions, but rather one of longer run support and guidance. It aims at sustainable integration of newcomers. • No special initiatives were set up for young people as these have other specialized services to turn to. On the other hand, some initiatives have been set up specifically aiming at women.
Lessons learned on project development and delivery	The role of networking and partnerships has been an essential success factor for the Espace Séronais. For a lot of activities the Espace Séronais collaborates with other social and economic actors in the field. It are these partnerships that can make a difference in the field. Part of the mission of the Espace Séronais -commercializing and communicating on new initiatives- is complementary to the above described success factor. Another important feature of this best practice is the fact that the Espace Séronais combines a social objective with a territorial objective. On the one hand it facilitates the integration of newcomers, while on the other hand it contributes to the sustainable economic development of the region.
Success factors	The success factors of the Espace Séronais can be summarized as follows: <ul style="list-style-type: none"> • It is an organization that is active in the field. This means it can identify opportunities and chances that are specific to the Séronais region. It allows the Espace Séronais to match local needs to opportunities brought by newcomers. • It adopts a customized approach that leads to tailor-made solutions. All beneficiaries are individuals which are also treated as individuals with different strengths and weaknesses. • Its approach is not one of ad hoc interventions, but rather one of longer run support and guidance. It aims at sustainable integration of newcomers.
Transferability	Although the case is specific to the Séronais region, a degree of transferability exists. First of all the structure could be reproduced in other French regions that cope with the same problems. Yet the case could also be reproduced in other EU regions. However, for duplication in other regions it is necessary that a legal framework exists that allows the local authorities to delegate competences to independent organisations.
Additional information	
Contact details	Organisation: Espace Séronais Name: Mme. Niçoise and Mme. Sans Phone: +33561645125 Email: comcomseronais@wanadoo.fr Website: www.pyrenees-seronais.com




Residences for entrepreneurs	
Project profile	
Good practice title	Residences for entrepreneurs
Location of the project	France NUTS3 Code/name: Auvergne
Timescale	Programme period: 2007-2013
RDP Axis/Measure	
Starting & end date	Start: 25 th of May 2007 End: no end date foreseen
Duration of application process	No information on this available.
Project type	<ul style="list-style-type: none"> • Entrepreneurship
Brief description	<p>The aim of the project is to attract new inhabitants to the region and to retain local entrepreneurs. The instrument allows entrepreneurs who want to create a new activity or take over an existing activity to be accompanied and guided throughout the process (for a limited amount of time). Material infrastructure is at their disposition at their future place of establishment. The guidance starts at the initial stage of the project: the conceptualisation and continues until 3 years after the establishment. Besides the customized guidance, a possibility exists to cover the financial costs of the entrepreneur (e.g. through a monthly allowance). The support is structured in following pillars:</p> <ul style="list-style-type: none"> ▪ The 'short' residence: this instrument is directed to entrepreneurs from outside the Auvergne region. The territorial agency covers all costs related to travelling and housing and orients and guides the entrepreneur throughout the process. For this a local godfather is designated to the project. ▪ The 'long' residence: this instrument is open to all entrepreneurs (also locals). This instrument is developed to support projects that need further study and analysis. The support is technical, human and financial. Examples of support are market studies or feasibility studies. The support can last from 2 months to 1 year. The entrepreneurs are expected to be working on their project on a full-time basis.
Project costs and budget distribution	Annual budget short residence: 150.000 EUR Annual budget long residence: 480.000 EUR, financed by the region Auvergne (80%) and EAFDR (20%)
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: 316 'short' residences of entrepreneurs 146 'short' residences have lead to realizations 99 'long' residences since 2008 39 entrepreneurs have located themselves in Auvergne 78 projects in the pipe line
Commentary	
Need for the project	Back in 2007 regional and local authorities came to the conclusion that there was no instrument available in the region to cope with questions/ issues related to entrepreneurship. Moreover, the existing public authorities did not have the competences and capacity to deal with these kinds of issues. The decision was taken to create the Residence for entrepreneurs under the supervision of the Local Agency for Regional and Territorial Development.
Business Plan development	The responsible for the business plan has passed away. No information on this can be recalled.
Application process	The responsible for the business plan has passed away. No information on this can be

	recalled.
Context and initial conditions	<p>The aim of the Local Agency for Regional and Territorial Development is to increase the attractiveness of the region. This is also reflected in the criteria the Agency uses to select projects:</p> <ul style="list-style-type: none"> ▪ What is the social added value of the project? ▪ Does the project strengthen or complement the existing key sectors of the region (metal industry, textiles, biotechnologies, agro industry,...)? ▪ Does the project add to a wish in the region to develop a certain sector/ activity that could increase the attractiveness of the region?
Current employment conditions	<p>Since the residence for entrepreneurs exists new opportunities for employment in the region have been created. Statistics show that the creation of new activities through the residence for entrepreneurs has created economic dynamism in several sectors. The most important sectors of investment are:</p> <ul style="list-style-type: none"> ▪ The commercial sector (39%) ▪ Tourism (20%) ▪ Services (17%) ▪ Agriculture (9%)
Specific factors that determine Good Practice	<p>Since the Local Agency for Regional and Territorial Development is not a public authority, but an association, its main strengths are its reactivity and flexibility. For the short residences this means:</p> <ul style="list-style-type: none"> ▪ Reactivity: the Agency has the capacity to respond to all types of questions in very short delays. Very often decisions are taken within 48h. ▪ Flexibility: the Agency is flexible for what concerns the duration of the support, the share of costs covered, the types of projects supported. The only restriction is the maximum threshold of 1.500 EUR per project. <p>For the long residences this means:</p> <ul style="list-style-type: none"> ▪ That the entrepreneur is assisted by 2 godfathers ▪ That the financial means at his disposition are important (e.g. guaranteed fixed monthly salary) ▪ That a task force is monitoring the activities of the entrepreneur from close by.
Lessons learned on project development and delivery	<p>The project manager has indicated the following as being the lessons to be learned from this project:</p> <ul style="list-style-type: none"> ▪ Establishing a wide partnership is key for this kind of project. When an entrepreneur comes knocking on your door you must be able to rely on a wide range of partners in order to be able to provide the best possible service and advice. The agency has partnerships with all economic, social and territorial actors in the region (chamber of commerce, chamber of agriculture, training centres, banks, hospitals, etc.) ▪ A key service to be provided to an entrepreneur is his introduction into local networks. Instead of trying to provide all services and answers yourself, it is key to be able to rely on partners for this. ▪ The entrepreneur should not be left alone. During the initial stages of his project he should be guided permanently. ▪ Once the project is set up (and running) it is important to stay in touch with the entrepreneur. The follow-up activity should not be neglected.
Success factors	<p>In addition to the success factors described above, it is worth mentioning that the Agency has an active marketing and promotion strategy. This means that they promote their services (and their region) in neighbouring regions and countries (e.g. thematic conferences, chamber of commerce, job days, etc.).</p>
Transferability	<p>The project has high potential to be replicated elsewhere. Especially the way of managing the process can be very interesting for other regions in the EU.</p>
Additional information	
Contact details	Organisation: Local Agency for Regional and Territorial Development

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Development of short food supply chains	
Project profile	
Good practice title	Development of short food supply chains: case study in Bourgogne and Franche-Comté
Location of the project	France NUTS3 Code/name: Bourgogne et Franche Comté
Timescale	Programme period: 2007-2013
RDP Axis/Measure	4: LEADER
Starting & end date	Start: 01/09/2008 – 28/02/2009
Duration of application process	Ca. 2 months
Project type	Collaboration in the food supply chain : Study on short food supply chains
Brief description	Analysis of 6 case studies describing the setting up of a short food supply chain. Out of those 7 examples emerge 4 common phases of the process. This study results in a practical guide for regional development agencies and local governments who want to stimulate and develop short food supply chain projects in their own region.
Project costs and budget distribution	Total costs:60 914,95 RD programme funding: 41 759,53€ % EAFRD in total costs: 34,28% Matching finance (total): 19 155,42€ Of which: - Private funding: 19 155,42€ (AFIP and CFPPA) - Public funding
Actual or projected project outputs in terms of results, outcomes and impacts	1 national seminar (participation in seminar of national rural network): +100 participants 2 regional seminars (Bourgogne and Franche-Comté): between 60-80 participants each 1 publication, disseminated in 200-250 paper exemplars The publication was also disseminated via internet in pdf format (more than 30 mails were send). Direct employed in project: 0,44 FTE in 2008 and 0,11 FTE in 2009.
Commentary	
Need for the project	Private farmers organisations, which are typically dealing with those issues, also applied in the same project call, but did not win the bid. AFIP, as a semi-public organisation, wanted to develop an instrument to stimulate local governments to develop a short food supply chain and by doing this introducing a policy innovation. Private farmer organisations typically support farmers to set up the food chain their selves.
Business Plan development	AFIP is used to write project offers. They had enough in-house expertise to write the business plan of this rather small project. They did not contract a consultant and did not receive help from the Ministry of Agriculture.
Application process	Filling out the application form only took 1 week, which is very short. Because AFIP is used to apply for projects, filling out the application form was not very difficult. The project call was organized by the Ministry of Agriculture as part of the launch of the French Rural Network. The form was very simple (no excel sheets) compared to ESF project forms, which was very much appreciated by AFIP.
Context and initial conditions	Globalizing markets, the recent evolution of the CAP and the subsequent impoverishing economic situation of local farmers urged for the reinforcement of the local economy at its actors. Several "territories" in Bourgogne and Franch-Comté already started supporting their local economy. This project aimed thus at valorising and strengthening those existing projects and to disseminate the lessons learned.
Current	AFIP, together with CFPPA, had in-house expertise for performing this study. They did not contract

employment conditions	other employees.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Through the study they performed, AFIP became a consultant in setting up local food supply chains. They receive several questions from local governments in facilitating the setting up process in their region. Even private farmers organizations, which were considered more like their competitors before, are asking them information and advice. AFIP disseminates this knowledge without financial counterpart. • Introduction of a policy innovation
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Call for projects: a simple application form within a very strict framework and clear objectives stated by the Ministry is more efficient than an open call. • Typically AFIP underestimates the time needed for the preparation of applications. A lot of time is devoted to discussion and consultation with partners. Taking time for this is essential to establish a well-functioning partnership, it is however unpaid. • Increasingly AFIP devotes time to the justification of expenses. The procedures related to the justification of expenses are experienced as being heavy and time-consuming. Very often these issues are checked at several levels (internally + externally). This could potentially be avoided in the future. • Due to the increasing non-eligibility of some expenses, a part of AFIP's tasks that are inherent to its functioning, can no longer be fund via external sources. This is threatening the financial sustainability of AFIP as an organization.
Success factors	One of the key success factors has been the partnership with the Centre de Formation Professionnelle et de Promotion Agricoles de Montmorot (CFPPA) (Professional Formation Centre for Promotion of Agriculture in Montmorot). Both AFIP and CFPPA have been complementary to each other, as AFIP draws its legitimacy from its knowledge and experience with respect to the territory, while CFPPA is renown for its competence in agriculture and agriculture training and education. Together they have built a sustainable partnership that allowed them to attain their objectives.
Transferability	<ul style="list-style-type: none"> • The study has been disseminated by a written publication, 1 national seminar and 2 regional seminars. • Through the study they performed, AFIP became a consultant in setting up local food supply chains. They receive several questions from local governments in facilitating the setting up process in their region. Even private farmers organizations, which were considered more like their competitors before, are asking them information and advice.
Additional information	
Contact details	<p>Organisation: AFIP Bourgogne eet Franche Comté</p> <p>Name: Dominique Jourdan</p> <p>Phone: 0033 3 85 30 27 51</p> <p>afip.bfc@wanadoo.fr</p> <p>www.afip.asso.fr</p>
Logo/photo/location map	


10 Good practices in Germany

For Germany the following good practices are included:

- VulkanBike-Trailpark
- Economic Initiative Diepholzer Moorniederung
- Bio-energy Village Jühnde
- Competence Workshop for Women in Rural Areas

VulkanBike Trailpark	
Project profile	
Good practice title	VulkanBike©-Trailpark
Location of the project	Germany: Association of municipalities of Daun, Gerolstein, Kelberg, Manderscheid und Ulmen under leadership of the municipality of Daun, Leopoldstraße 29, 54550 Daun (DEB24)
Timescale	2000 – 2006
RDP Axis/Measure	Axis 3 / 313
Starting & end date	The application process started on 25.01.2005. After approval through the Ministry of Economics, Transport, Agriculture and Viticulture, Rhineland Palatinate on 11.11.2005 the implementation phase was initiated. With the presentation of the final evidence for the use of funds, the project was completed on 20.08.2007.
Duration of application process	9 months
Project type	<ul style="list-style-type: none"> • Site development for tourism and community tourism facilities • Agro-, Green- or Cultural Tourism • community services/facilities
Brief description	<p>The project goal was the development and creation of an infrastructure to develop the Eifel in a biking-tourism region with a mountain bike trail net (MTB) and MTB-typical offers. The MTB range should not be an isolated measure, but rather integrate into existing structures and cycling tourism offers. It was supposed to represent a new and complementary tourist offer, which builds on the existing cycle routes and a network of bike-friendly guesthouses and restaurants. The use of existing infrastructure and networking created an ideal basis for the attraction of overnight visitors and better utilization of existing services. The scope of the project was as follows:</p> <ul style="list-style-type: none"> - Designation of 750 km of permanent mountain bike trails (both sides passable) - Interactive route guidance and route design through a web-based tour tool developed for the special needs of the project. <ul style="list-style-type: none"> Fully GPS covered Computer information stations and GPS rentals Trail-technology-course "Köulshore" with mountain trail elements and single trails Designated motto tourist routes offered as tour suggestions MTB Maps Start-up marketing support <p>Through the wide extent of the route, the Biker finds the possibility of an athletic leisure activity close to nature. The large size of the area and the routes allow a unique network of trails with numerous offers instead of isolated circuits while protecting conservation and game areas at the same time. The demarcation of the area was carried out both in the traditional form of signs, as well as GPS. Thanks to the digital track recording and the internet tour tool, the bikers have the opportunity to organize their routes interactively. Individual tours may already be transferred to GPS at home or at one of the GPS stations. GPS devices can also be borrowed at one of the established local GPS stations (Trail Park stations).</p> <p>Depending on riding techniques and physical conditions, bikers can chose from various trail offers. The trails include easy trails for beginners to challenging trails for experienced mountain bikers. Another feature in the design of the trails is the thematic breakdown into tourist and nature aspects (volcanic lakes tour, castle tour, canyon tour etc.). The MTB trail is connected to various other biking trails and offers therefore an attractive training area. The project also includes the "Trail-technique-course" Koulshore, giving the opportunity to train riding techniques and implement training courses. The maps provided for the trails give an</p>

	overview of the area and also information on relevant services and attractions.
Project costs and budget distribution	<p>Total costs: 353.733 €</p> <p>Eligible costs Leader+: 324.890 €</p> <p>Eligible costs FAG: 226.303 €</p> <ul style="list-style-type: none"> - FAG funds: 31.897 € (15% of eligible costs) - Leader+ funds. 162.160 € (50% of eligible costs) - Economic Development Association „Vulkaneifel“ mbH: 19.900 € <p>Remaining share: 153.361 €</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> - expected increase in the number of day visitors in the region: 54.258 - expected increase in the number of overnight stays in the region: 8.516 - 2 part time workstations - training of 6 mountain bike guides - 25 tourist partner organisations certified as "MTB-friendly business" - 5 GPS stations - maps, guides, flyers and other visibility and publicity materials (DVD) - trail-technique-course „Koulshore“ with opportunities of training and MTB events - internet http://www.trailpark.de
Commentary	
Need for the project	<p>The Municipality of Daun deals since 2001 with the touristic potential of mountain biking. For the volcanic Eifel region as an underdeveloped area, tourism plays an important economic role. In particular, the traditional hiking tourism, which is a major tourist sector for the region, was showing declining trends. The task was therefore to strengthen the tourism potential and to develop it further. The opportunities to develop the region for mountain biking have been reviewed in studies carried out in connection with a mountain bike marathon event, the "Volcano Bike-Eifel-Marathon". In particular, it was necessary to develop a concept for a gentle development for mountain bike tourism to protect the unique landscape. To achieve this it was necessary to extend this development to a large area so that vulnerable nature and wildlife conservation areas may be spared. The project was presented to the surrounding local authorities and a project partnership was created with the communities of Gerolstein, Kelberg, Manderscheid and Ulmen. Only through the extension of the project to an area of now 953 square km and the concentration of few extensively utilised areas, the conflict potential was reduced and the protection of natural resources could be secured. Ultimately, a visitor management contributed to the conservation of natural resources and a valorisation of the forests. This project represents a link between tourism, nature and culture, resulting in synergies that are of benefit to economic and ecological development of the region.</p>
Business Plan development (1 = excellent, 5 = very poor)	<p>Project development, development of the business plan and project implementation was done by the municipality of Daun.</p> <p>Support received from the Local Action Group was good: (2)</p> <p>The capability of the municipality to prepare the business plan without support was considered good (1)</p> <p>No further assistance was needed.</p>
Application process	<p>The application process was 9 months.</p> <p>The extension of the project area into areas not covered by the leader+ area of the LAG had to be justified separately.</p>
Context and initial conditions	<p>See description and need for project above.</p> <p>Through the value added to the existing tourism services, the negative demographic development could be reduced. Through better employment and income opportunities in the tourism sector, perspectives to, especially young people, are offered not to leave their home area.</p>
Current employment conditions	<p>Especially the opportunities for training of MTB guides and the possibility to earn additional income through this training was well received. Also the certified partner businesses have recognised the potential of the MTB tourism. A further positive development of the sector is</p>

	expected.
Specific factors that determine Good Practice	<p>Since the project involved several communities, a network was created in which a good and reliable flow of information took place since a close working relationship was necessary in order to create the basis for project implementation. A bottom-up approach was applied and with the help of all project partners, local mountain bikers were identified, who contributed by testing and evaluating MTB trails. Based on this a pool of good trails could be identified in a relative short time. The project implementation organisation cooperated closely with the "Vulkan Biker Daun" mountain bike club, which was very useful for the identification of the trails as well as for the assessment of needs for MTB tourists. In addition mountain bike guides were trained with the help of the club, which are still available for guided MTB tours. The contact and communication between mountain bikers, communities and project partners is still existing after project termination and volunteer work is done especially in regard to sponsorship of the "trail-technique—course" and advice on further development of the trail park. After termination of the project, an agreement was reached with all project partners not only for the maintenance of the trail park but also for further development and marketing activities. Through this agreement, 2 part time jobs were created.</p>
Lessons learned on project development and delivery	<p>Especially in regard to the finding of the most appropriate trails, a high coordination effort was necessary. In this respect it is important to find an integrated and balanced approach in order to incorporate all project stakeholders and not risk that processes are delayed or even blocked due to individual agencies feeling that they have been left out in the process.</p>
Success factors	<p>Through the creation of intra-communal communication networks, processes for approvals were facilitated and each project partner could get updated information on project development. In addition, the cooperation with local mountain bikers has created synergies, which were of benefit to the overall project but also in regard to special problems during project implementation.</p>
Transferability	<p>The project is considered to be easily transferred to other similar MTB regions (mountain areas) but also to other route based sport and leisure activities.</p>
Additional information	
Contact details	<p>Organisation: Verbandsgemeinde Daun, Leopoldstraße 29, 54550 Daun Name: Dominik Zillgen Phone: 06592/939-204 Email: info@vgv.daun.de Website: http://www.Trailpark.de</p>
Logo/photo/location map	

Economic Initiative Diepholzer Moorniederung	
Project profile	
Good practice title	Wirtschaftsoffensive Diepholzer Moorniederung
Location of the project	Diepholz, Lower Saxony, Germany, (DE 922)
Timescale	2000-2006 (LEADER Funding Period)
RDP Axis/Measure	Axis 1 / vocational education and training
Starting & end date	Start: 20-01-2004 / End: 31-12-2005
Duration of application process	2 years
Project type	<ul style="list-style-type: none"> • Setting up of new businesses • Structural improvement • Vocational education
Brief description	<p><u>1: setting up of new businesses</u></p> <p>Networking services, seminars, coaching, information services, development of manuals 'Do it yourself', economic expert pools development, competitions for young entrepreneurs, advice on business succession and problem identification and recommendations for trouble-shooting during consolidation phase.</p> <p><u>2: structural improvements:</u></p> <ul style="list-style-type: none"> - development of a phase model to initiate cooperation associations for trade in the region. - assistance for external advisory services for SME in order to promote ICT - development of a concept for economic and agricultural advisory services <p><u>3: vocational education:</u></p> <ul style="list-style-type: none"> - seminars „etiquette and good manners for apprentices“ - introduction of price for new ways in apprenticeship, exemplary companies and initiatives - Career fair and exchange forum for vocational education in rural areas - setting up of student companies to bring entrepreneurial spirit into schools <p>The aim of the „Wirtschaftsoffensive Diepholzer Moorniederung“ was to strengthen the economic development of the rural region through competitive and innovative intra-communal cooperation.</p> <p>Project partner:</p> <p>District crafts organisations, chamber of crafts, chamber of agriculture, chamber of commerce and industry, LEADER+ working group "Economy", representatives of communal economic development organisations, schools, etc.</p>
Project costs and budget distribution	<p>Total eligible and approved costs: 369.548€</p> <p>LEADER+: 182.274€</p> <p>State and communal funds: 182.274€</p> <p>Other funds: 5.000€</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>The project has initiated and accompanied the setting up of a number of new companies and informed founders on important issues for entrepreneurial success as well as advised on business cooperation. In addition, the project has assisted student companies as well as the environmental and pollution control issues for companies. The project has strengthened through intensive cooperation of regional actors in business, science, management and social groups, regional competitiveness and innovation in the region. In addition, new impetus for the contribution to the sustainable development of rural areas has been achieved across the region. The regional awareness, the independent profile and the capacity of the Diepholzer Moorniederung was strengthened. In particular, skills, strengths and potentials in this region have contributed to economic growth and employment.</p>
Commentary	
Need for the project	<p>Setting up of new business:</p> <p>New employment opportunities are created in the region mainly in SME. It was</p>

therefore especially important to assist new enterprises and in generation change. In the interest of new and future-oriented (long-term) employment, but also because of the necessary structural changes towards a more service-oriented economy, the promotion of entrepreneurship is of particular importance. Creative people should be encouraged to create their own jobs and that of their staff members. Self-responsible design and leadership is associated with long term and higher income. For individual new entrepreneurs it is difficult to survive in new or established market, but with good planning, advice, courage and perseverance it is possible. A basic principle for the support of new companies is to bring together the wide range of available service and offer a customer-oriented breakdown of services and info.

Against this background, a comprehensive campaign for setting up of new business in the whole region was initiated and a network of relevant service providers established. The aim of this network was and is to accelerate the establishment of SME, in order to maintain and intensify the economic performance of the region. The founders of new businesses should get the best possible "tools in order to avoid mistakes that generally contributed to the failure of start-ups. (financial shortcomings, the reduction of skill and planning deficiencies and the prevention of miscalculation of the operational performance). Beneficiaries of the projects were all potential interested people, who wanted to start-up a new business or take over existing companies.

In the integrated regional development concept "Diepholzer Moor" (REK) in which the project was incorporated, special emphasis was given to the objective to keep enough competitive enterprises in the region, to secure the continuance of these enterprises and to support the start-up of new businesses.

The regional development concept identified the start up of new businesses as one of the development barriers. In the design of projects covered under the regional development concept the following measures were considered important: provision of information and advisory services for new entrepreneurs (e.g. in form of forums as a cooperation platform), qualification initiatives. These were included in the project design and implementation and have contributed considerably to achieve the aims of the project.

Structural improvements:

The analysis of the various components has shown that craft has a strong manifestation and is comparatively competitive. In cooperation with the Chamber of Trade and the Chamber of Crafts an initiative to promote the craft was developed.

In line with the regional development concept, ICT an important role. The offer of such services had to be adapted to the demand. The strategy for agricultural development was based on securing the agricultural production and additional income in the rural area in the context of an increasing competitive situation. Starting points were seen in the production of specialised crops by producer organisations and direct marketing. Income diversification was also considered through biomass production for compost or renewable energies. In addition, agro-tourism was considered as another option. Special emphasis was given to measures and projects to strengthen the cooperation between enterprises.

Vocational education:

The district of Diepholz is classified as a region with low concentration of industries that are capable of growth and with little research and education facilities.

Qualified professional training and the successful integration of work, especially for young people were essential for a sustainable integration into society and for the start of a secure and independent life. Therefore the promotion of employment and training opportunities for young people was a focus of the labour market in


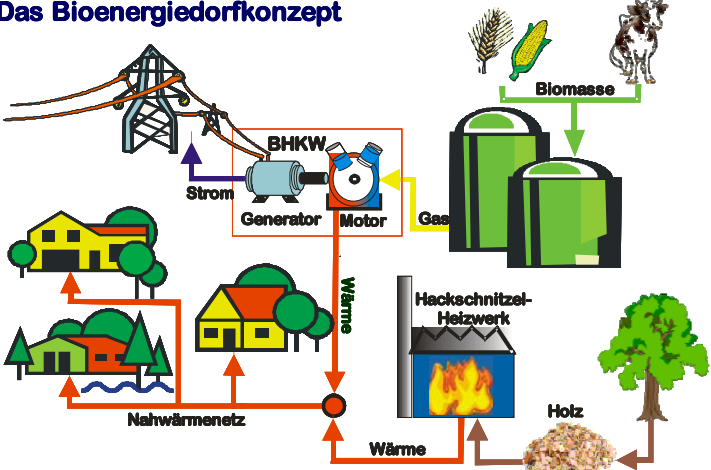
	<p>region. A campaign to attract additional training and education providers for young management personnel was therefore initiated.</p> <p>A number of accompanying measures was developed and the network "Initiative for the Development of Craft in Diepholz" was launched to offer advice to school-leavers on perspectives for training and future employment (approx. 300 school-leavers leave the district each year)</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>The business plan was developed with the assistance of the economic development association. Support provided: 1</p> <p>The preparation of the business plan without the support would not have been possible.</p>
<p>Application process</p>	<p>The application process from start to approval took 2 years (2000-2004). The process was very time consuming with a big coordination effort but could be accomplished through the good support and good working relationship of all actors involved without major problems.</p>
<p>Context and initial conditions</p>	<p>see "Need for the project".</p>
<p>Current employment conditions</p>	<p>The project had a positive effect on employment generation and employment conditions but no concrete figures for newly created jobs are available.</p> <p>One important outcome of the project was that qualification of (future) employees could be - and are still being - improved, this was achieved especially through the establishment of student companies in cooperation with schools, coaching of managers and employees and regular seminars (10-20 seminars are held yearly on different topics).</p>
<p>Specific factors that determine Good Practice</p>	<p>Network compass:</p> <p>For a better overview of the available information and consulting services a network compass has been developed in a clear presentation giving details of the existing consulting services offered by all network partners.</p> <p>Seminars for business start-ups:</p> <p>The network partners offer (beyond of the funding period of the project) practical support for any new business initiative, including the provision of specialists</p> <p>Coaching:</p> <p>For difficulties that arise after the establishment of a new business, coaching of personnel was offered and well receipt as part of the advisory service. Coaching was especially important during the consolidation phases of new enterprises.</p> <p>Founder meetings and information services:</p> <p>During founder meetings, successful businesses could present their strategies and give advice for the start of a new business. A new feature in these meeting was the idea to give young entrepreneurs the opportunity to present their business and thus, enhance communication and create dialogues between young entrepreneurs and people that were interested in starting a new business.</p> <p>Manuals ("Do it yourself"):</p> <p>With a loose-leaf (regularly updated) manual, a guide for business starters is now available that gives an overview of all important issues and questions that should be taken into account and with checklists helping to create a solid foundation for any new business. In addition, relevant development programmes and funding opportunities are attached.</p> <p>Pool of experts:</p> <p>Former professionals, managers and entrepreneurs give their support and advice at affordable fees to new businesses and young entrepreneurs in the consolidation phase to answer specific questions.</p> <p>Start-up phase (Seminars und advisory services):</p> <p>50% of newly established businesses do not survive the first 5 years. In order to avoid as much failures as possible, an advisory service was established especially for the first years after establishment. In seminars, typical mistakes of newly established businesses were demonstrated and analysed and ways to prevent or</p>

	<p>adjust problems were presented and discussed.</p> <p>Price for young entrepreneurs:</p> <p>The district has honoured successful and innovative young entrepreneurs, also as incentive for other business starters to compete and be more efficient.</p> <p>Business succession:</p> <p>There is no standard solution for the succession of an enterprise as this depends on several criteria. The aim of the project is to identify these and to find an individual tailor-made transfer or acquisition solution. Realised with the assistance of external experts.</p> <p>Development of agricultural and economic advisory services:</p> <p>A special concept in form of an advisory manual was developed in cooperation with the chamber of agriculture and the communal economic development association. Advisory services of both organisations were linked and the quality of advice could be increased significantly especially for those seeking advice from the field of agriculture.</p> <p>Seminars on etiquette and good manners for apprentices:</p> <p>The frequently expressed criticism by training providers training and customers about the social behaviour of apprentices was taken as an opportunity to launch a series of seminars specifically targeted to address etiquette and good manners.</p> <p>Career fair / exchange forum for vocational education:</p> <p>The career / job fair is an opportunity for students and school-leavers but also other interested parties to identify possibilities for employment and / or alternatives.</p> <p>Establishment of student companies:</p> <p>With the support for the establishment of student companies we have found that an incredible effect and motivation can be achieved. The company manager is usually a student or a group of students and teachers take the role of the facilitators and supporters. The motivation is so strong that students continue to work voluntarily even during holidays. In cooperation with the Diaconia Freistatt, this form of teaching was also implemented in primary and special schools. Especially the students in the latter schools are disadvantaged in the competition for training and jobs. Over 40 student companies were founded. Especially this project activity had a positive recognition, even beyond the project region.</p>
Lessons learned on project development and delivery	<p>Networking and good coordination between all partners is essential from the start of such a comprehensive project. Good regional management and long-term planning is essential. Short-term initiatives do not help to guarantee a continuity and sustainability of the project, all initiatives that do not show positive results in the short-term will most probably not show better results in the long-term. Therefore only those initiatives were filtered out that would contribute to a long-term sustainability (e.g. student companies).</p> <p>During the application process, the support of the regional economic development association was very good and sufficient to prepare a good project proposal and BP.</p>
Success factors	see: " Specific factors that determine Good Practice "
Transferability	The success of the project beyond the period of funding shows that it has the potential to be replicated elsewhere, especially in rural regions in which SME are dominant.
Additional information	
Contact details	<p>Organisation: Landkreis Diepholz (Günter Klingenberg)</p> <p>Phone: 49-5441-976-1430</p> <p>Email: guenther.klingenberg@diepholz.de</p> <p>Website: www.diepholz.de</p>
Logo/photo/location map	 <p>DIEPHOLZER MOORNIEDERUNG</p>

Bio-energy Village Jühnde	
Project profile	
Good practice title	Bioenergy Village Jühnde
Location of the project	Göttingen, Germany, Lower Saxony NUTS3 Code/name: DE 915
Timescale	Programme period: 2000-2006
RDP Axis/Measure	LEADER
Starting & end date	Start: 2002 End: 2006 (total project) Start: 06/2003 End: 09/2004 (design and application process)
Duration of application process	15 months
Project type	Generation of renewable energy and energy conservation /farm diversification / training
Brief description	<p>The objective of the project was to establish a village which can supply its power for electricity and heating using renewable resources from the region.</p> <p>On the basis of an idea of the IZNE (Multidisciplinary centre for sustainable development of the University of Göttingen), the energy for the village of Jühnde was completely changed to renewable energy. The village of Jühnde is Germany's first bio energy village and obtains all its electricity and heating from locally grown bio fuel and plant material. The 700 kW village power plant, operated by the village cooperative that was established for this purpose, comprises a biogas plant capable of producing 5,000 MWh of energy annually alongside an additional biomass heating system (550 kW heating plant- woodchip heating system). 5,5 km of district heating network pipes heat more than 140 individual households.</p> <p>LEADER funds were used for the design of the project and the application phase.</p>
Project costs and budget distribution	<p>Total costs: 5,2 Mio. € (Total project)</p> <p>373.133,- € (design and application phase), of which:</p> <p>RD programme funding: 55.970,- €</p> <p>% EAFRD in total costs: 15 %</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • 2 full time staff were employed for the operation of the power plant • The biogas plant produces annually approx. 5 Mio kWh of electricity • The amount of heat generated by biogas and wood chips is approx. 6.5 Mio kWh • The amount of heat sold by the cooperative is approx. 3.2 Mio kWh, resulting in an annual turnover of approx. 1 Mio Euro for the cooperative. • Thanks to the combined production of electricity and heat, 3,300 t of carbon dioxide are avoided and 400,000 l of oil can be substituted per year. • The bio energy plant leads to positive environmental and economic effects and promotes the quality of life in the village (odour emissions from manure storage and field application are reduced, farmer and foresters of the village have a permanent customer for their products and several local service companies have found a new income). • 14 volunteer guides have been trained to inform visitors about the village and techniques applied • A "centre for new energy" (CNE) was established as a partner for knowledge and know-how transfer • More than 25,000 visitors from all over the world have been informed about the village concept and technology • A follow-up project including the conversion to bio energy for 4 further villages was initiated
Commentary	
Need for the project	One of Germany's Government key policy objectives is to achieve a sustainable energy supply. Its main concern is to safeguard the energy supply of future generations while making allowance for both ecological objectives and economic growth. The Government


	<p>campaign to promote renewable energy sources has proven enormously successful. Since the introduction of the Renewable Energy Sources Act (EEG) in 2000, electricity grid operators are obliged to purchase electricity generated from renewable energies.</p> <p>Motivated by these government policies and support schemes (e.g. the Market Stimulation Programme), the IZNE developed a first vision of a bio energy village. The focus was on the implementation of a biomass strategy linked to social and economic welfare in the region. Following an intensive selection process in 17 candidate communities, Jühnde was selected as the model village and funding from the Federal Ministry of Food, Agriculture and Consumer Protection was expected. In May 2002 the “Bioenergy Village” cooperative was founded and established membership contracts with some 70% of the Jühnde inhabitants.</p> <p>The project had the following overall objectives.</p> <ul style="list-style-type: none"> - development of income alternatives for local farmers and foresters - reduction of the CO2 emission - activation of the regional potential <p>These overall objectives of the project could be achieved.</p> <p>Following an initial financial support at regional and national level (e.g. the FNR (Federal Agency for Renewable Resources under the Ministry of Food, Agriculture and Consumer Protection), the project was then in a critical phase, since financing of the necessary future planning work could not be secured by the FNR and the local financial sources. In order to avoid the risk of the project being interrupted or cancelled, the application of LEADER funds was then initiated to secure finance for the comprehensive design and planning activities.</p>
Business Plan development	<p>The business plan was developed by the cooperative. Support was received from the IZNE (University of Göttingen) and the FNR as well as from regional management and local engineering companies. This support was very good (1). Without this support the preparation would not have been possible. Support received from the Paying Agency was considered to be poor (5)</p>
Application process	<p>The efforts for the application process of the LEADER funds, which only represented a minor part of the overall project costs, was very time consuming and required a high bureaucratic input. The application process was 15 month, which was considered too long for a contribution of an amount below 100.000 Euro.</p>
Context and initial conditions	<p>The LEADER Region „Göttinger Land“, is characterised mainly by smallholder agricultural production without any bigger processing facilities like dairies or slaughterhouses. The development of a bio energy project was therefore considered as one of the few options to add value to agricultural production. Before the project, there were few initiatives of individual farmers to invest in this sector, mainly because of the lack of finance.</p> <p>The project was – from the beginning – supported by the local community and all political parties, especially since it fitted well into the Federal government policy and support programmes (see need for project above). It was also seen to be an important initiative in order to enhance the attractiveness of the rural region and its living conditions and to reduce the problems created by a high migration rate in the region.</p>
Current employment conditions	<p>For the running of the biogas plant, 2 full time staff have been employed, a number of the Jühnde inhabitants work part-time and / or voluntary for the bio energy village, amongst others as guides for visitors. Farmers and foresters could secure their business through the project since the selling of bio energy crops and forestry residues as biomass created a new income base independent from the fluctuations of the traditional agricultural markets. In the long-term, the possibility of employment and training in the region, especially for young people will be increased. Through the increased</p>

	<p>attractiveness of the living conditions in the village, migration is expected to be reduced also.</p>
<p>Specific factors that determine Good Practice</p>	<p>The project was innovative, especially in social terms. The energy system is exclusively operated by the local cooperative, of which more than 70% of the inhabitants of the village are members. During the planning process all inhabitants of the village were invited to participate in discussions, working groups dealt with concrete visions of the energy future of their community and the common decision-making and problem-solving in the process of conversion to renewable energy sources generated a new sense of orientation and connectedness within the community.</p> <p>This participatory process could secure a high compatibility with local needs, the creation of a network of actors, while local competence and know-how could be established. One of the formulated aims of the community was to support the local cultural heritage and to strengthen the community life and identity.</p> <p>Following the establishment of the cooperative, the members decided collectively on the restructuring of their energy supply system and built up a self-managed production and distribution infrastructure.</p> <p>Success in terms of technical and organizational implementation could be ensured by integrative persons (promoters) and a high level of trust.</p> <p>With the selling of heat, the cooperative could reach a turnover of approx. 1 Mio. Euro. Within a few years, the CO₂ emission / per head could be reduced considerably .</p>
<p>Lessons learned on project development and delivery</p>	<p>In the beginning of the project, practical energy related energy know-how was inadequate, which resulted in a relatively long planning process.</p> <p>During the planning process, communication and coordination was dominated by the IZNE, several functions were partially taken by the same person and although this one good in many aspects, better direct contact between stakeholders and equal participation in decision making could have been more effective.</p> <p>The chosen structure of working groups and coordination implied a high commitment of time from the people involved, which should be reduced.</p> <p>The extensive consultative work of the IZNE had to be funded and support from their administration was necessary to ensure continuity. Application for funding from LEADER was complicated and time consuming.</p> <p>Research, personnel training and skill development in all involved businesses could increase further local know-how and create new market opportunities.</p> <p>Joint learning and development of know-how within the system were able to create a high level of self-confidence and identification with the system.</p> <p>The visit of demonstration projects (best practices) was described as one of the key activities to motivate and convince people of the technological approach.</p> <p>Another main motivation for the villagers was the issue of environmental protection.</p> <p>The chosen structure of working groups allowed a high level of information exchange and participatory knowledge exchange, although transparency regarding the work in the different working groups could have been better.</p> <p>The foundation of a cooperative as an operating entity allows equal participation in decision making during the implementation phase.</p> <p>A constant exchange and communication with local and regional media is of high importance for the distribution of information.</p> <p>Using events like festivals and contests help to disseminate the project ideas in a positive context.</p>
<p>Success factors</p>	<p>The three main success factors can be summarised as: participation, information and transparency.</p> <p>The most important success factor was the involvement of the village inhabitants from the moment of the selection of the village as the model location. The idea of a cooperative as an adequate form to run the bio energy system was developed by the</p>

	<p>inhabitants themselves. The inhabitants consider the project as their own and can identify themselves with the project, therefore the potential of the community could be activated and mobilised in the best possible way.</p> <p>A very important promoter of the project was the mayor of the village, a person of high recognition and integrity, who was able to motivate the inhabitants in the name of future generations with the argument of a sustainable development.</p>
Transferability	<p>The Bio-energy Village Jühnde was implemented as a pilot project to serve as a model for other villages. In the district of Göttingen four other villages have followed the Jühnde example and converted to bio energy in the frame of LEADER follow-up projects. It is estimated that approx. 200 similar initiatives are planned and / or implemented in Germany at the moment.</p>
Additional information	
Contact details	<p>Organisation: LEADER Regionalmanagement Göttinger Land Name: Dr. Hartmut Berndt Phone: 0049 551 525422 Email: leader@goettingerland.de Website: www.bioenergiedorf.de // www.goettingerland.de</p>
Logo/photo/location map	 <p>Das Bioenergiedorfkonzept</p> 

Competence Workshop for Women in Rural Areas													
Project profile													
Good practice title	Competence Workshop for Women in Rural Areas												
Location of the project	Germany / Rhineland-Palatinate NUTS3 Code/name: DEB25 / Landkreis Trier-Saarburg												
Timescale	Programme period: 2000-2006												
RDP Axis/Measure	LEADER												
Starting & end date	Start: 01-08-2003 End: 31-12-2007												
Duration of application process	8 months												
Project type	<ul style="list-style-type: none"> • Skills / training • Other: Networking between female actors in rural area 												
Brief description	The "competence workshop for women in rural areas has been initiated especially for the women facing disadvantages in the labour market in rural areas and particularly for women in small business. The project has offered needs-oriented trainings to women. Project executing organisation was the adult education centre Trier-Saarburg of the Trier-Saarburg district. The project has funded the costs for the project manager and support personnel, seminar costs (room hire, trainer expenses), work material and publicity activities and materials (flyers, posters, website).												
Project costs and budget distribution	<table> <tr> <td>Total costs:</td> <td>91.400 €</td> </tr> <tr> <td>RD programme funding:</td> <td>37.900 €</td> </tr> <tr> <td>% EAFRD in total costs:</td> <td>41,5%</td> </tr> <tr> <td>Matching finance (total):</td> <td>53.500 €</td> </tr> <tr> <td>Of which: - Private funding:</td> <td>14.500 €</td> </tr> <tr> <td>- Public funding:</td> <td>39.000 €</td> </tr> </table> <p>The cost of the whole project amounted to approx. € 91,400, of which approximately 60% covered personnel costs for the project management. Through training participants' fees almost € 14,500 in revenues were earned. The remaining costs were covered by LEADER + funds (50%) and funds of the Federal State of Rhineland-Palatinate. The District of Trier-Saarburg has had to contribute a remaining amount of approx. € 19,225.</p>	Total costs:	91.400 €	RD programme funding:	37.900 €	% EAFRD in total costs:	41,5%	Matching finance (total):	53.500 €	Of which: - Private funding:	14.500 €	- Public funding:	39.000 €
Total costs:	91.400 €												
RD programme funding:	37.900 €												
% EAFRD in total costs:	41,5%												
Matching finance (total):	53.500 €												
Of which: - Private funding:	14.500 €												
- Public funding:	39.000 €												
Actual or projected project outputs in terms of results, outcomes and impacts	Over 1,000 women from all regionally important economic sectors participated in the events which have been implemented with more than 750 training hours.												
Commentary													
Need for the project	The economic structure in Moselfranken is characterized by micro and small family enterprises, which are traditionally led and represented by the male owner of the company. The wives are often assisting in the business of her husband and are usually responsible for important tasks - not just in the office, but especially for direct contact with customers. In times of globalization and concentration the small agricultural, craft and commercial establishments are facing a difficult economic future. Due to the present change from a seller's to buyer's market it is vital for companies to achieve strong customer loyalty. Particularly the women play an important role in this context. But their dual responsibility – assisting in the business and organizing the family with children - leads to an extreme double-burden.												
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> - There has been excellent support provided for the BP process from the Agency (score 1) - They had very poor skills in-house to undertake Business Planning unsupported (score 5) <p>No consultancy has been used for business plan preparation. However, during the initial phase the project executing organisation made use of free consultation offered by the</p>												

	<p>company Schneider Organization Consulting (Trier). This consulting firm acts on behalf of the Rhineland-Palatinate Ministry of Social Affairs and provides funding advice to applicants of labour market funds. In addition to the LEADER funds granted to the project labour market funds of the Rhineland-Palatinate Ministry of Social Affairs have been used as a national co-financing for this project</p> <p>No further help was required.</p>
Application process	<ul style="list-style-type: none"> The project was implemented in three separate funding phases. For each funding phase a separate application has been prepared. <p>The first phase included the project period from 08/01/2003 to 12/31/2004 The second phase included the project period from 01/01/2005 to 12/31/2006 The third phase included the project period from 01/01/2007 to 12/31/2007</p> <p>The reason for this division was certainly some uncertainty of the project executing organisation prior to the application concerning project success, project duration and the financial burden. Most important, however, was that planning and implementation of individual training contents had to be adapted to the annual rhythm of the other training activities of the adult education centre.</p> <p>The approximately needed time from application to approval for the first phase of the project was:</p> <p>Decision taken by the Local Action Group on 04.02.2003 Application on 25.06.2003 Approval on 15.10.2003</p>
Context and initial conditions	<p>Especially for the disadvantaged women in the rural areas labour market and particularly for women involved in small business the "competence workshop for women in rural areas" has been initiated. This was a qualification program referring to the women needs and mainly focussing on training activities for women to improve their entry or or re-entry into a professional life, e.g. by establishing their own business as fulltime or part-time assignment.</p> <p>In addition to the qualification of women employees the project also offered specific trainings to women entrepreneurs and executives to strengthen the capacities of SME's to meet the challenges of the future.</p> <p>The project addressed women from all sectors (services, retail, gastronomy, viticulture, agriculture, trade, industry) who were interested in professional trainings and qualifications, or who wanted to find a way back into their profession. Furthermore, the project also addressed women who wanted to start their own business as part- or fulltime assignment, or who were already women entrepreneurs and wanted structure their work more effectively.</p>
Current employment conditions	<p>Moselfranken is affected by insufficient employment opportunities in conjunction with high level of migration of younger workers to nearby Luxembourg. A high hidden unemployment of women exists, as they often take up an employment, which doesn't reflect their qualification or they just don't find any employment at all .</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> More than 700 participants from regionally important economic sectors. Positive feedback from participants on the flexible formulation of topics and training event content. Successful networking with local key institutions and organizations, which in turn stimulated further qualification measures and training for their staff.
Lessons learned on project development and delivery	<p>Beside the qualification activities, the networking of women has been identified as another priority. During the workshops discussion groups took place during which the women were able to exchange experiences and information and it also allowed to establish business contacts.</p> <p>The project management established many new contacts which have led to a networking with key institutions and organizations in the region, which in turn stimulated further</p>

	<p>qualification and training measures for their staff. These suggestions were taken up by the competence workshop and implemented through appropriate seminars and training opportunities.</p>
Success factors	<ul style="list-style-type: none"> • A guarantee of success was the flexible organization of the individual events as weekend seminars, lecture evenings or weekly events, depending on the preferences of the participants. • The flexible formulation of topics and training contents by considering the feedback of the established network has been seen very positive. • The existing network of the competence workshop with local companies, institutions and working groups has to be emphasized. These contacts continually result in specific requests for training programs for women.
Transferability	The project can be replicated in other rural areas.
Additional information	
Contact details	<p> Organisation: Local Action Group Moselfranken Name: Thomas WALLRICH Phone: +49 6581 81-280 Email: info@lag-moselfranken.de Website: www.lag-moselfranken.de </p> <p> Organisation: Volkshochschule Saarburg Name: Dr. Anette Barth Phone: +49 6581 996656 Email: anette.barth@kvhs-trier-saarburg.de Website: www.vhs-saarburg.de </p>
Logo/photo/location map	 <p>KOMPETENZ- WERKSTATT FÜR FRAUEN</p>

11 Good practices in Greece


For Greece the following good practices are included:

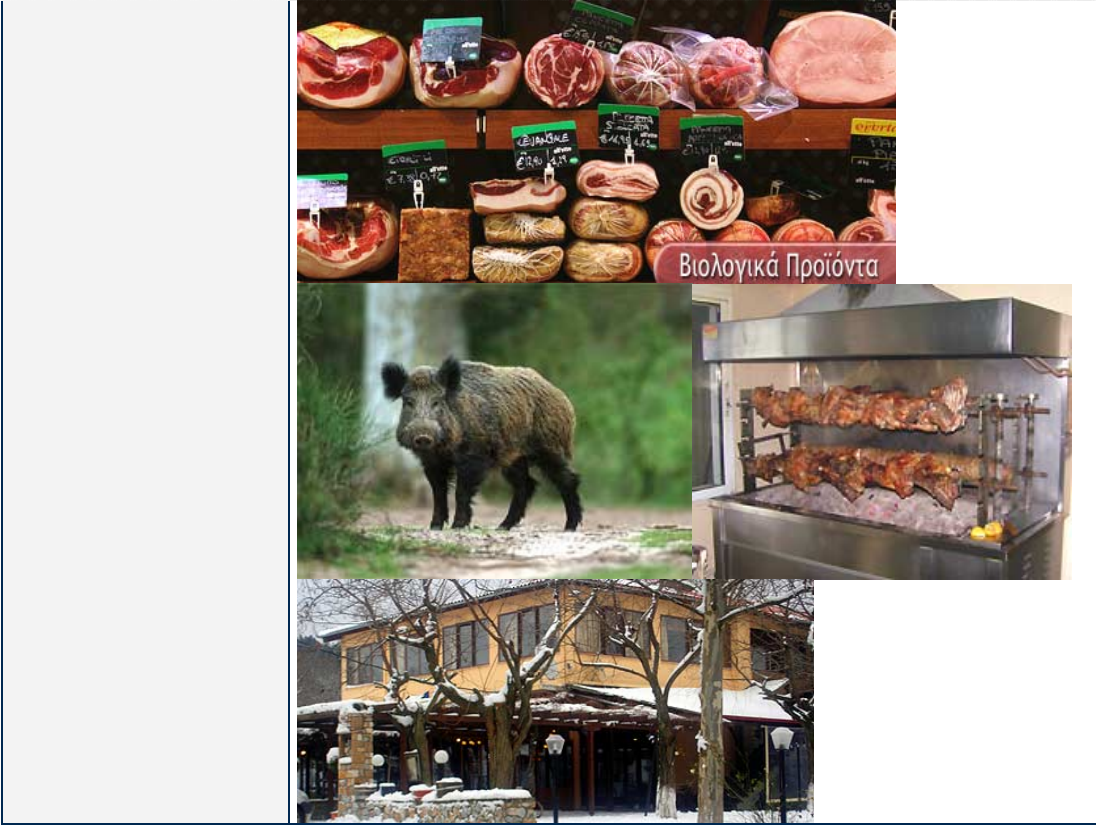
- Bakery-Pastry
- Organic livestock production
- Innovation in olive oil production

Bakery-Pastry	
Project profile	
Good practice title	Bakery-Pastry shop in Kithira
Location of the project	Greece Karavas area (LAU1 or NUTS 4), Island of Kithira. Prefecture of Pireaus.
Timescale	2000-2006 programming period
RDP axis measure	7.06
Start/end Date	October 2004 - November 2006
Duration of application process	May 2003 – September 2004
Project type	<ul style="list-style-type: none"> • Food marketing • Farm diversification: establishment of a local bakery and pastry shop.
Brief description	Transformation of an old flour mill into a bakery and pastry production unit.
Project costs and budget distribution	Total costs - €240,000 RD Programme funding - €229,600 % EAFRD in total costs – 60% (or €137,760) Matching finance - €91,840 Of which:- private - €91,840 - public - €0
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • The investment is expected to bring in revenues of €1,000,000 (estimate for 2010) • Employment posts created: 8
Commentary	
Need for the project	Kithira island is endowed with a traditional production of pastry and bakery products. However, very little was known before this investment about local products to the wider public. The establishment of the bakery responded to the need for promoting local products and increasing the attractiveness of the area. As a result of the dynamic production of the new bakery, local products have become more widely known outside the local area. More specifically, the owner has signed up an agreement with a large super market chain (“AB - Bassilopoulos”), known for its support to and promotion of quality products. The bakery has the exclusivity of supplying authentic Kithira products to this super market chain all over Greece.
Business Plan development (1 = excellent, 5 = very poor)	The in-house skills to undertake Business Planning unsupported can be rated as 0. The Local Action Group (LAG) AN.KY.AE has provided the necessary support to the beneficiary for the development of the Business Plan. The assessment of the support provided by the LAG is very positive, since the LAG is a network of local actors who are close to and understand local realities while at the same time are familiar and can transfer knowledge about European level requirements, for instance in relation to business planning, project management, application processes, etc.
Application process	Support from the LAG was critical for complying with the application procedures. However, there are concerns about burdensome bureaucracy and time consuming procedures.
Context and initial conditions	Kithira is an island located in the southern part of the Peloponese. Access to it is not easy or frequent and therefore suffers the problems of peripheral regions. To add to peripherality, the bakery is located in a small mountain village of the island. Population density is low on the island, while population numbers vary significantly between summer and winter seasons (population increases significantly during summer months). The new bakery covers a gap in bakery product provision as there was no such service in the local area.
Current employment conditions	Employment posts were created for the bakery owner and his family as well as full and part time staff, the latter recruited according to the bakery's needs (for instance, during summer

	months).
Specific factors that determine Good Practice	<ul style="list-style-type: none"> Capitalisation on existing traditional infrastructure, namely, the use of the traditional old flour mill structure and equipment as a basis for the investment. The old mill and equipment were restored in order to function as a “local museum – bakery”. The marketing of products through a well established super market chain that promotes the consumption of quality Greek products. As a result, Kithira bakery products have become known outside the island and more demand has been generated. Expansion of the bakery may be required in order to meet increasing demand.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> There is strong future potential for support of traditional, “Mediterranean” products in the context of an EU level trend towards a healthy Mediterranean diet. The success of the bakery is a proof of this. The supply of quality local food products can have multiplier effects if combined with the promotion of local heritage (in this case, the combination of local bakery products with the promotion of a traditional building and equipment). In this way, benefits may encompass increased turnover, better image of the area, increased number of visits to the area.
Transferability	The project is transferable to other remote areas that produce local products but lack the capacity to market them on a wider scale.
Additional information	
Contact details	Georgia Koroneou. Karavas. Kithira. Tel: +30 27360 33380.
Logo/photo/location map	

Organic livestock production	
Project profile	
Good practice title	Organic pork production
Location of the project	Greece Municipal unit of Taxiarchis (LAU1 or NUTS 4 level), Municipality of Poligyros, Prefecture of Halkidiki, Region of Central Macedonia.
Timescale	2000-2006 programming period
RDP axis measure	Measure 1.1 (Support for investments in agricultural holdings focusing on livestock production in the region of Central Macedonia).
Start/end Date	May 2005 - March 2006
Duration of application process	18 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices, more specifically increase or restructuring of production for products that do not face supply problems. • Organic farming • Farm modernization (followed by production cost reduction) • Adaptation of agricultural holdings to good agricultural practice codes (in terms of the environment) and to the criteria for health and animal welfare.
Brief description	Development of a new, modern and financially sustainable agricultural holding applying environmentally friendly practices and criteria for animal welfare.
Project costs and budget distribution	<p>Total costs - €169,620 RD Programme funding – €93,291 % EAFRD in total costs – 55% Matching finance - €76,329 Of which:- private - €76,329 (composed of €49,829 bank loan and €26,500 own funding) Public - €0</p> <p>The final implementation cost reached €282,075 that was covered by further bank loans. Irrespective of the higher implementation cost (66% higher in relation to the initially foreseen budget), the agricultural holding is sustainable one year after implementation and generating sufficient revenues to pay back its bank loans.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • One new agricultural holding created for the breeding of 40 free range pig mothers and 170 piglets. • In addition to the farm owner, one full employment post was created. • Introduction of the process of organic certification of pigs bred in the farm (this was a result of competition pressures). The 'Organisation for Control and Certification of Organic Products' certifies the organic breeding of pigs in the "Ioannis Gioroudis Farm".
Commentary	
Need for the project	<p>The farm is located in a remote rural area which implied high development costs for the set up of the livestock farm. The holding would therefore not have been set up without RD funding.</p> <p>The wider area where the farm is located attracts winter tourism. The provision of organic pork therefore covers the increased consumption needs, especially during winter months. The farm owner has also established a restaurant where the farm's organic pork is offered and a small shop selling local organic products.</p>
Business Plan development (1 = excellent, 5 = very poor)	There was no need for support from the Paying Agency. The in-house skills to undertake Business Planning unsupported can be rated as 1. A consultant-agronomist with sufficient technical knowledge was used for the preparation of the Business Plan. In addition, the existing knowledge of the farm owner was sufficient for the implementation and subsequent functioning of the investment plan.
Application process	The investment programme has been beneficial for the development of sustainable agricultural holdings, while the RDP governance arrangements were generally regarded

	as supportive. However, concerns were expressed about burdensome bureaucracy and time consuming procedures.
Context and initial conditions	<p>The project was implemented in a remote rural area whose economy relies on income from the production of agricultural products and the provision of services to winter tourism (in particular tourists visiting the mountain peak of 'Holomontas' at 650m above sea level). This seasonal tourism implied uncertainty and fluctuation in prices and in the availability of agricultural products. This has inspired the trend towards the development of quality agro-tourism. For instance, the beneficiary has not only modernised his farm and production methods, but has also engaged into diversification activities, such as the establishment of a restaurant and renting of rooms, through which he offers the organic pork produced in the farm.</p> <p>The population of the area is mainly engaged in agriculture and livestock production, while the public sector employs a significant part of the population, since Poligyros is the capital of the prefecture and hosts several public sector services such as prefecture government departments, legal and police services, hospitals and social insurance services.</p>
Current employment conditions	<p>There have been no serious difficulties with staff recruitment. One employment post was created in the livestock farm.</p> <p>There are no serious unemployment problems in the area as a result of the economic crisis. It is expected that tourism may be affected by the current crisis (and as a result the level of activity of the farm and restaurant) but the impacts of this are yet to come.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> Response to the trend towards natural tourism and agro-tourism. The farmer's vision in response to this trend has been a key factor for the success of the organic pork production farm. The products are supplied to the local restaurant (also run by the farmer) which serves 25,000 customers during winter months and in this way support the sustainability of the farm. The project is also a good example for its integrated approach to environmental sustainability: from production (environmentally friendly production, namely organic production) to waste treatment (namely through treatment of liquid waste and its subsequent use as natural fertiliser in fields destined for cultivation)
Lessons learned on project development and delivery	<ul style="list-style-type: none"> The final investment cost turned out to be higher than the originally foreseen budget. Fortunately, the farmer succeeded in obtaining the additional funding from bank loans. Otherwise, the investment would not have been possible. Future programming should take this into account in order not to support under-budgeted investments. The availability of local experts (in this case a local consultant-agronomist) is essential for supporting farmers in their business plan development.
Transferability	There are many elements of the project that are transferable to other areas with similar conditions: the response to local tourism trends; the introduction of organic practices into livestock production; the supply of these products to local restaurants during tourism months; the treatment and recycling of livestock waste for subsequent use as fertiliser.
Additional information	
Contact details	Beneficiary: Ioannis Gioroudis. http://www.iimmys.gr/
Logo/photo/location map	<p>Logo:</p> 



Innovation in olive oil production	
Project profile	
Project title	Creation of a unit for removing the bitterness of olives
Location of the project	Municipality of Poligyros (NUTS4 level), Prefecture of Halkidiki, Region of Central Macedonia. GR127
Timescale	2000-2006 programming period
RDP axis measure	4.1 "Support for investments in agricultural holdings of mainly plant production in the region of Central Macedonia".
Start/end Date	First investment plan: January- December 2003 Second investment plan: January 2007 - December 2008 The beneficiary applied for both rounds of support and was successful in both cases (therefore he implemented two consecutive investment plans).
Duration of application process	<ul style="list-style-type: none"> • 12 months during the first call • 10 months during the second call
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices.
Brief description	<p>The objective of the project was to invest in agricultural holdings in order to improve competitiveness.</p> <p>Funding under the first investment plan covered the renewal of mechanical equipment for the olive production.</p> <p>Funding under the second investment plan covered several investments comprising:</p> <ul style="list-style-type: none"> • Buildings (warehouse and building for removing the bitterness of olives, total surface 170 m²). • Equipment and machinery for removing the bitterness of olives and the selection and packaging of best quality olives. • Investments for water savings (installation of dripping irrigation systems in 20,86 hectares of olive fields).
Project costs and budget distribution	<p>For the first investment plan:</p> <p>Total costs - €55,555</p> <p>RD Programme funding - €27,777.5</p> <p>% EAFRD in total costs 50%</p> <p>Matching finance - €27,777.5</p> <p>Of which:- private - €27,777.5</p> <p style="padding-left: 20px;">- public - €0</p> <p>For the second investment plan:</p> <p>Total costs - €147,851</p> <p>RD Programme funding - €73,925</p> <p>% EAFRD in total costs – 50%</p> <p>Matching finance - €73,925</p> <p>Of which:- private - €72,925</p> <p style="padding-left: 20px;">- public - €0</p> <p>For both investment plans, the actual cost was the same as planned in relation to improvement works, however, for completing the production chain and obtaining the necessary permits for the agricultural holding, additional costs were required which were covered by the beneficiary's own funds.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Improvement of competitiveness as a result of the reduction of production costs, a factor that guarantees the sustainability of the holding after the end of the funded project. • Promotion of agricultural activity in a mountainous area and diversification of agricultural activity, in particular towards vertical production of local olives. • Improved water management. • Creation of 6 employment posts for unskilled seasonal workers.
Commentary	




Need for the project	The investments carried out under this project were facilitated thanks to RD funding. The high cost involved would not have allowed these investments to take place otherwise.
Business Plan development (1 = excellent, 5 = very poor)	There was no need for support from the Paying Agency. The in-house skills to undertake Business Planning unsupported can be rated as 1. A consultant-agronomist with sufficient technical knowledge was used for the preparation of the Business Plan. In addition, the existing knowledge of the farm owner was sufficient for the implementation and subsequent functioning of the investment plan.
Application process	Although the current project has contributed significantly to the modernisation and development of quality and sustainable agricultural holdings, there have been concerns about time consuming application processes due to the involvement of a large number of actors. Likewise, the involvement of a large number of actors has resulted in lengthy processes during implementation.
Context and initial conditions	The project area is characterised by relative remoteness due to its mountainous character. The local economy relies on income from the production of agricultural products and the provision of tourism services. Price uncertainty and the seasonal character of agricultural product sales led the beneficiary to invest in the production and manufacturing of local olives, which are subsequently supplied to the local tourism areas.
Current employment conditions	<ul style="list-style-type: none"> • Six employment posts for unskilled seasonal workers were created. • The agricultural holding employs mainly seasonal workers and needs are adequately covered by the current labour supply. • There are no serious unemployment problems in the area as a result of the economic crisis. It is expected that tourism may be affected by the current crisis but the effects of this are yet to come.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The combination of the use of high quality prime material and modern technology has contributed to the production of good quality olives. • Standardisation of production allows for sufficient supply of the product including periods of high seasonal demand.
Lessons learned on project development and delivery	Better planning from the early stages of the project onwards would have allowed the beneficiary to utilise his private funds more efficiently. Early and careful planning are fundamental for efficient use of resources and effective implementation.
Transferability	There are many elements of the project that are transferable to other areas with similar conditions: introduction of modern technology that improves the quality of the final product; the response to local seasonal tourism trends; the introduction of modern irrigation (dripping) techniques to achieve water savings.
Additional information	
Contact details -	Mr Panagiotis Chliapas. www.halkidiki.gov.gr
Logo/photo/location map	Trademark of Halkidiki olive

12 Good practices in Hungary

For Hungary the following good practices are included:

- Model farm for rural development
- Implementation of rural development plan
- Procurement of sires for launching of new business
- Production of solar cell roof tiles




Model farm for rural development													
Project profile													
Good practice title	Model farm for rural development Mintaértékű gazdaság a fejlődő vidékért												
Location of the project	Hungary NUTS3 Code / name: HU331 / Bács-Kiskun County												
Timescale	Programme period: 2007-2013 Other projects of the same beneficiary were supported under the 2004-2006 programme period as well.												
RDP Axis/Measure	Axis III: Quality of life in rural areas and diversification of the rural economy												
Starting & end date	October 2009 – December 2010												
Duration of application process	2 months												
Project type	Improvements in agricultural systems/practices <ul style="list-style-type: none"> ▪ Farm diversification ▪ Agri-, Green- or Cultural Tourism 												
Brief description	<p>The beneficiary of the project is a female farmer, who is operating a poultry farm as a private entrepreneur. Besides the poultry farm she also manages her agro tourism business and operates a riding-school. The beneficiary is very successful in developing her farming business and utilising EU and national funds available to do so. She implemented several successful projects financed by SAPARD (2002-2004) and EAFRD funds (2004-2006).</p> <p>The present good practice project was financed under the New Hungary Rural Development Programme 2007-2013. The aim of the project was technical upgrading and increasing the capacity of the poultry farm. Two new stock-yards were built, each of 20.000 spaces. The project also financed the purchase of technology equipment necessary to operate the new stock-houses. With the two new stock-yards the capacity of the poultry farm was doubled and two new workplaces created while one maintained.</p> <p>The previous projects of the beneficiary supported by SAPARD and EAFRD funds and which were implemented between 2002 and 2008 aimed at diversification of the farm and developing the operation of the riding-school and the agri tourism business.</p> <p>The projects implemented by the beneficiary can be considered as good practices as they are successful in improving employment and growth in the rural area by increasing the competitiveness of the business of the beneficiary and by creating sustainable new workplaces. The projects are also successful in promoting women entrepreneurship and increasing female employment.</p>												
Project costs and budget distribution	<table> <tr> <td>Total costs:</td> <td>750.000 EUR</td> </tr> <tr> <td>RD programme funding:</td> <td>750.000 EUR</td> </tr> <tr> <td>40% EAFRD in total costs:</td> <td>300.000 EUR</td> </tr> <tr> <td>Matching finance (total):</td> <td>450.000 EUR</td> </tr> <tr> <td>Of which: - Private funding:</td> <td>450.000 EUR</td> </tr> <tr> <td>- Public funding:</td> <td>0 EUR</td> </tr> </table>	Total costs:	750.000 EUR	RD programme funding:	750.000 EUR	40% EAFRD in total costs:	300.000 EUR	Matching finance (total):	450.000 EUR	Of which: - Private funding:	450.000 EUR	- Public funding:	0 EUR
Total costs:	750.000 EUR												
RD programme funding:	750.000 EUR												
40% EAFRD in total costs:	300.000 EUR												
Matching finance (total):	450.000 EUR												
Of which: - Private funding:	450.000 EUR												
- Public funding:	0 EUR												
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results / outcomes / impacts, such as:</p> <p>2 jobs created and 1 safeguarded</p> <p>1 business assisted</p> <p>50 % increase in capacities</p> <p>4.350 m2 new building constructed</p>												
Commentary													
Need for the project	With the support the competitiveness of the poultry farm could be improved. The enlargement of the stock-yard is also justified by animal health regulations.												
Business Plan development	A template of the Business Plan was provided by the Agricultural and Rural Development Agency. The structure of the Business Plan was clear and it was not difficult to fill in with contact. The length of the Business Plan was about 15-20 pages.												

	The beneficiary prepared the application and the business plan herself. The support provided by the Managing Authority and the Intermediary Body was adequate.
Application process	The application process was smooth. The application itself was not too difficult, the administrative burden was acceptable. The application form contained all the templates to be used, as well as instructions how to fill them in. The application package was quite lengthy but still acceptable. It can be stated that the application packages for the rural development funds are less complicated compared to other source of funding. The selection and approval process is quite lengthy and effort should be made to reduce the duration from the date of the submission of the application till contracting.
Context and initial conditions	The project is implemented in a segregated remote area called "tanya", which is a special type of settlement common in the Greta Plain of Hungary.
Current employment conditions	The labour market situation within the broader surrounding of the project is difficult. It is extremely difficult to create new workplaces in remote areas or where the education level of the population is below the average.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Good planning and good utilization of available financial resources. • Different projects complement each-other's effect • Combination of farming business with agro tourism and riding school services. The farm also receives school groups for summer vacation.
Lessons learned on project development and delivery	The applicants received adequate support from the Agency during the application process. The co-operation during the implementation phase is also smooth. The only problem during the implementation phase is caused by the slow financial flow. The duration between the request for funding till the money arrives to the bank account of the beneficiary is approximately 6 months. The transfer of funds has to be speed up.
Success factors	The beneficiary has a business development plan that covers several years. She plans step by step how she would like to develop her farm and business and utilises available EU and national funds successfully. The individual development projects complement each other and as a result a complex business development can be implemented.
Transferability	The projects implemented by the beneficiary might serve as model for other farmers in the region. There is also an interest for the experiences of the project and that of the beneficiary on the side of other local farmers. Through the publicity measures the project is well known in the area and other farmers often raise questions about it.
Additional information	
Contact details	<p>Organisation: Equestrian Farm of Mizse Mizsei Lovastanya</p> <p>Name: Csilla Lévai</p> <p>Phone: +36-20-934-4417</p> <p>Email: levaics@pannongsm.hu</p> <p>Website: http://mizseilovastanya.hu</p>
Logo/photo/location map	  



Implementation of rural development plan	
Project profile	
Good practice title	We are living on our own – implementation of a rural development plan
Location of the project	Member state: Hungary NUTS3 Code/name: HU231 / Baranya County
Timescale	Programme period: 2004-2006
RDP Axis/Measure	Axis IV: LEADER+
Starting & end date	Start: 19 May 2006 End: 31 December 2008
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Food processing • Food marketing • Provision community services/facilities • Skills / training • Other: Operation of a local project fund financing the implementation of the rural development plan
Brief description	<p>The settlements in the vicinity of Magyarbóly realised the opportunities of the LEADER+ programme and established during the spring of 2005 the local action group of south Baranya settlements along the border. The members of the action group are 10 settlements, 5 civil organisations, 5 entrepreneurs and a private person. The partners agreed on the form and rules of the co-operation and designed a consortium agreement. "For Magyarbóly" Public Foundation established by the local government of Magyaróly was nominated as the consortium leader. The action group started the elaboration of its rural development plan. The planning process was based on a preliminary SWOT analysis and assessment of local needs and used the methodology of participative planning involving all local stakeholders and actors. The action group submitted its application for the implementation of its rural development plan. The project was supported with 414.000 EUR from EAFRD funds out of which 55.000 EUR was available for the management of the project, while a micro fund of 359.000 EUR was made available to finance seed projects which contribute to the implementation of the rural development plan. Applicants had to contribute to the implementation of their projects with 45% co-financing (331.000 EUR in total).</p> <p>The objectives of the rural development plan were as follows:</p> <p>Overall objective: to improve the quality of life of the population living on the territory of the action group.</p> <p>Immediate objectives:</p> <ul style="list-style-type: none"> • Creating new workplaces and safeguarding existing ones; • Creating sustainable, new income generating opportunities and promoting local products; • Establishing a viable local community, improving co-operation, partnership and organisation; • Developing human resources; <p>The seed fund granted projects implementing the following type of projects:</p> <ul style="list-style-type: none"> • Knowledge and partnership: <ul style="list-style-type: none"> - Education, training and development of training material; - Publications aiming at improving entrepreneurship; - Partnership building initiatives and data base of project ideas; • Investments in the creation of new workplaces in order to improve the employment of women and young people: <ul style="list-style-type: none"> - Investments into transport development aiming at better access to workplaces; - Investments related to the processing by-products of viticulture; • Protecting and nursing of local values:

	<ul style="list-style-type: none"> - Marketing of local products in order to establish their market position; - Research and promotion of local values.
Project costs and budget distribution	<p>Total costs: 745.000 EUR</p> <p>RD programme funding: 745.000 EUR</p> <p>55 % EAFRD in total costs: 414.000 EUR</p> <p>Matching finance (total): 331.000 EUR</p> <p>Of which: - Private funding 331.000 EUR</p> <p style="padding-left: 20px;">- Public funding 0 EUR</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as:</p> <ul style="list-style-type: none"> • 2 call for proposals launched (seed fund); • 36 proposals submitted; • 22 proposals granted; • 4 training delivered; • 35 trainees successfully completed training requirements and received certification; • publications in 5 topics (legal, public administration, environmental sustainability, introduction of the technology of processing by-products of viticulture); • 5 public fora organized; • 3 passenger busses purchased to support population's access to workplaces; • 4 new plants set up: compost plant in Magyarbóly; compost plant in Lippó; grape seed extruding plant in Magyarbóly; distiller in Magyarbóly; • 24 new workplaces established (this will go up on the long run to approximately 50 new workplaces).
Commentary	
Need for the project	<p>The need for the project is justified by low economic activity and employment rate on the territory of the action group. The area is also characterised by lack of major investments and the disadvantageous situation of local SMEs. The area is on the outskirts of the famous Villány wine growing area, where tourism is not a driver either. The nearby wine growing area produces a considerable amount of hazardous by-products through viticulture. The annulment of this hazardous "waste" causes a major problem for the wine growing area. The idea was that the processing and utilisation of this hazardous "waste" could create new workplaces in the nearby settlements. By-products of viticulture, such as marc are being processed to "pálinka" (spirits) and compost, while grape seeds are being used to produce grape seeds' oil used in the cosmetic industry for example</p>
Business Plan development	<p>Preparation of a business plan was not required in the application.</p>
Application process	<p>The elaboration of the application was quite difficult. The application form and annex documents were too complicated. The submission deadline was also inconvenient as it was due just before Christmas. Contracting was done quite quickly following the financing decision.</p> <p>The beneficiary received all needed support during the application process and also during the implementation from the branch of the Agriculture and Rural Development Agency in Somogy County. An external expert was also involved to co-ordinate the planning process and to contribute to the elaboration of the proposal.</p>
Context and initial conditions	<p>The territory of the LEADER+ action group forms homogenous territorial units both geographically and in terms of economic and social attributes. Common attributes of the settlements are:</p> <ul style="list-style-type: none"> • Low economic activity; • Negative demographic tendencies (decreasing number of population, ageing of population due to migration of young people); • Unsuccessful burst attempts in the last 14 years; • Employment and related social problems. <p>The territory of the action group is situated on the outskirts of the famous wine growing area of Villány.</p>


Current employment conditions	<p>The territory of the action group can be characterised by low economic activity and high unemployment and inactivity rates. The area is in a disadvantaged position as far as employment is concerned as its employment rate is below the national average. The major employers in the area are local governments and institutions run by the local governments, which means that a higher number of new workplaces created can not be expected amongst these employers. New work places created by investments are also rare. There is a significant difference amongst the employment situation of women and men. Unemployment is significantly higher amongst women on the territory of the action group. Young people tend to leave the settlements and try to find employment in bigger cities. Long term unemployment is also a major problem. The share of long term unemployed is above 50% of all registered unemployed in the most disadvantaged settlements. Long-term unemployment leads to social problems, which is also a major problem in the area and needs special attention. As the area did not attract considerable investments, no major break-through could be achieved in the last few years as far as growth and employment is concerned. The enterprises in the area are also in a difficult economic situation; consequently SMEs could not create considerable number of new workplaces either.</p>
Specific factors that determine Good Practice	<p>This project is a good example to justify that local growth and sustainable employment can only be achieved if the initiatives aiming at improving the economic and employment situation of a micro region are based on real local needs, bottom-up initiatives and effective participative planning involving local stakeholders and actors.</p>
Lessons learned on project development and delivery	<p>Lessons learned are already described as the key success factors of the project as above. The support received from the branch of the Agriculture and Rural Development Agency in Somogy County was essential to the successful application and implementation.</p>
Success factors	<ol style="list-style-type: none"> 1. The project is based on well justified local needs; 2. The project planning approach is bottom-up one and involves all local stakeholders; 3. The opportunities to improve local employment have been identified by proper SWOT analyses.
Transferability	<p>The implementation of this successful project can be a model for other micro regions, how to use local initiatives and participative planning to achieve local growth and to create sustainable workplaces locally.</p>
Additional information	
Contact details	<p>Organisation: For Magyarbóly Public Foundation / Local Government of Magyarbóly Name: Mr. Attila Blázsovcics, major Phone: +36 72 456 106 Email: blzsovcics.attila@gmail.com Website: www.magyarboly.evidek.hu</p>
Logo/photo/location map	<div style="text-align: center;">  <p>Logo of the LEADER+ action group</p> </div> <div style="display: flex; justify-content: space-around;">   </div>

Compost plant Magyarbóly



Distiller Magyarbóly

Procurement of sires for launching of new business	
Project profile	
Good practice title	Procurement of sires for launching of new business
Location of the project	Member state: Hungary NUTS3 Code/name: HU331 / Bács-Kiskun County
Timescale	Programme period: 2004-2006
RDP Axis/Measure	Axis I. Measure: 112 Setting-up young farmers
Starting & end date	Start: March 2007 End: September 2007
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Agricultural • Other: investment support to set-up new business
Brief description	The beneficiary, who is a young female farmer, is operating in the South-Great Plain Region, which is the most agricultural region of Hungary. She was 33 years of age at the time of the application. She received financial support to set up her meat cattle breeding business and purchase of sires. With EAFRD financial support she could purchase 50 heifers with calves and could set up her business. Today her stock-farm comprises of 80 cows and 3 bulls plus calves. In 2008 she hired two additional employees.
Project costs and budget distribution	Total costs: 27.820 EUR RD programme funding: 27.820 EUR 100 % EAFRD in total costs: 27.820 EUR Matching finance (total): 0 EUR Of which: - Private funding 0 EUR - Public funding 0 EUR
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> • 1 business supported; • 1 young, female entrepreneur supported; • sires purchased. • 2 additional workplaces created in 1 year.
Commentary	
Need for the project	The project was justified by the need of investment support to set up a stock farming business by a young female entrepreneur.
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> - Support provided for the BP process from the Agency (2 – good) - The right skills in-house to undertake Business Planning unsupported: (5 - poor) <p>The application package and the preparation of the business plan looked quite difficult. The beneficiary relied on an external consultant as far as the preparation of the business plan is concerned. There was no need for further support.</p> <p>Negotiations with authorities, for example with the environmental agency, were a bit difficult, but finally the beneficiary succeeded to obtain all necessary permissions.</p>
Application process	The application process was smooth, no major problems occurred. The authorities raised 3 rounds of clarification questions, but after answering them the decision was made quite quickly. Obtaining of the necessary permission to set-up the new business was a bit difficult.
Context and initial conditions	The project is implemented in a remote rural area in Bács-Kiskun-County which is a typical agricultural area within the country.
Current employment conditions	The labour market situation within the broader surrounding of the project is difficult. It is extremely difficult to create new workplaces in remote areas or where the education level of the population is below the average.
Specific factors that determine Good Practice	The project is a good example on how an initial investment support can help in establishing a growing business. In the beginning only one new workplace was created but within one year two additional workplace were established in a sustainable way.

Lessons learned on project development and delivery	The beneficiary received adequate support from the authorities in the application as well as in the implementation phase. The co-operation with the authorities was smooth.
Success factors	The most important success factor to this project is the sustainability of the workplaces created
Transferability	The project can be considered as a good model for other young farmers.
Additional information	
Contact details	<p>Organisation: Pálínkó Józsefné, private entrepreneur</p> <p>Name: Pálínkó Józsefné</p> <p>Phone: +36 20 468 7987</p>
Logo/photo/location map	

Production of solar cells roof tiles	
Project profile	
Good practice title	Production of solar cells roof tiles
Location of the project	Hungary NUTS3 Code/name: HU311 / Borsod Abauj-Zemplén County
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis III. 312 Support for business creation and development
Starting & end date	Start: February 2008 End: January 2010
Duration of application process	3 months
Project type	Generation of renewable energy
Brief description	The company produces roof tiles with an integrated photovoltaic system. This offers an aesthetically interesting solution for historic buildings in particular. The new product was patented in 160 countries, won the Genius Europe Award from 304 products produced by 20 countries. Participation in Inter-Solar Expo in München, Germany. 18 new workplaces were created.
Project costs and budget distribution	Total costs: 340.000 EUR RD programme funding: 170.000 EUR 50 % EAFRD in total costs: 170.000 EUR Matching finance (total): 170.000 EUR Of which: - Private funding 170.000 EUR - Public funding 0 EUR
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> • 1 plant built; • Equipment purchased; • 18 jobs created; • 1 businesses assisted.
Commentary	
Need for the project	The project is based on innovation: TMT Solar Tile Systems, which is the winner of the Genius Europe 2009 award.
Business Plan development (1 = excellent, 5 = very poor)	- Support provided for the BP process from the Agency (2 – good) - The right skills in-house to undertake Business Planning unsupported (2 – good) External experts were not involved in the preparation of the proposal.
Application process	The application process was smooth. The authorities gave all necessary support to the applicants. The application package was appropriate and the preparation of the business plan was not that difficult.
Context and initial conditions	The innovator lives in Borsod-Abauj Zemplén County in the village of Harsány. The first plant to produce the solar roof tiles will be set up here in the village with 18 employees.
Current employment conditions	The employment situation of the county is one of the most disadvantageous within Hungary. The employment possibilities are worst in small, rural settlements.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Innovation: application of new techniques. The energy efficiency of the solar roof tile is 20 to 40% higher in comparison to conventional solar modules. Moreover, the weight of the roof can be reduced by one third by installing solar roof tiles. • Contribution to sustainable development.

Logo/picture



13 Good practices in Ireland



For Ireland the following good practices are included:

- Developing digital skills of Young People
- Foodskool: Promoting healthy eating

Developing digital skills of young people	
Project profile	
Good practice title	Creative Use of Digital Media: Developing the Skills of Young People
Location of the project	IRELAND - Kildare NUTS3 IE022/Mid-East
Timescale	2000-2006
RDP Axis/Measure	Axis III, Measure 331
Starting & end date	Start: 01-04-2005 End: 01-05-2006
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> • Provision community services/facilities • ICT • Skills / training • Young People
Brief description	<p>There were a number of aspects to the project. At its core was a training initiative for young people (aged 14 to 21). The project sought to enable participants to express themselves creatively in a digital medium. In the process, the young people developed their capacities and life skills, while also contributing their perspectives on their local areas to the wider community. The central process in the project was the production of short films/DVDs. There were two core themes for this film work – participants' '<i>perception and reality</i>' of living in their home place and '<i>a day in the life</i>' of that place.</p> <p>The output was presented to the wider public in three different formats:</p> <ol style="list-style-type: none"> 1. public screening of films/DVDs 2. touring of films/DVDs to local centres in the VANLAND '<i>mobile cinema</i>' caravan 3. DVDs distributed to schools and the wider community. <p>A key part of the project was the exchange of methodologies and experience between the LAG areas through exchanges of training personnel and experiences, ideas and opinions of young people, using '<i>live links</i>' and DVD/film footage. Through these exchanges, young people explored the choices they have and compared perceptions and realities of their own daily lives.</p> <p>The project was undertaken in partnership with Teignbridge Rural Regeneration Partnership (TRRP) – a LAG from Devon in the South West of the UK.</p>
Project costs and budget distribution	<p>Total costs: euros 137,093</p> <p>RD programme funding: euros 120,722</p> <p>% EAFRD in total costs: 88%</p> <p>Matching finance (total): euros 16,370</p> <p>Of which: - Private funding: 0</p> <p style="padding-left: 40px;">- Public funding: euros 16,370</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Key outputs:</p> <ol style="list-style-type: none"> 1. Training Guide to all practices developed and involved in the process. 2. Completion and production of DVDs: (a) Background film and production of the "making" of the transnational project; (b) Reality and Perception/Day in the Life, (c) Training Footage DVD 3. Delivery of skills training in all aspects of film production 4. Life long learning experiences for the young people. 5. Exchange of technical expertise and delivery of two methodologies. 6. Visit by group of young people from Newbridge, Co. Kildare.


	<p>All materials produced were shown and distributed via public events and within the LAGs' areas through their contact networks and provide a lasting record.</p> <p>According to the young people themselves, they gained a tremendous learning experience from this project. They obtained technical skills that will enable them to undertake future training in this area if they so choose.</p>
Commentary	
Need for the project	<p>Two LEADER Groups KELT (County Kildare, Ireland) and Teignbridge Rural Regeneration Partnership (TRRP) from Devon, UK and two local partners The Centre for Performing Arts (Ireland) and Blind Ditch Performance (UK) joined forces in a project whose aim was to engage young people in exploring their creativity and their sense of their home place. Through this project the participants would also develop digital media skills and learning life skills in working cooperatively towards common goals.</p> <p>The creation of the project had its origins in a fortunate meeting of like-minded people. In April 2004, representatives from KELT and TRRP met at a LEADER workshop in Scotland. There were three crucial elements to that meeting. Firstly, and most importantly, both LAGs had similar motivation: to work with young people in a new and innovative way where the work is driven by the young people themselves. Secondly, the LAGs had already undertaken similar projects within their own areas and thirdly, both LAGs wished to develop a transnational project around this work. Over the next number of months, possibilities were explored for a project and by November 2004 they were in a position to proceed. A series of meetings during January and February 2005 led to agreement on the final proposal by March 2005.</p>
Business Plan development	<p>Representatives from KELT and TRRP travelled to a UK Leader+ Workshop held in Ballater on 27th/29th April 2004, to look for transnational partner. The Groups met at one of the sessions, and agreed that they were interested in exploring a transnational cooperation opportunities. They subsequently organised a series of joint meetings during January and February 2005, and a final proposal was agreed by March 2005. Good support was provided by the national network for developing the proposal (1) and this was enhanced by a strong degree of internal competence to undertake the planning and application processes (2), enhanced by previous years of experience in developing proposals (this project came at the very end of the 2000-2006 funding period, so a degree of competence had been accumulated through previous experiences.</p> <p>No other external support was used in developing the business plan/proposal.</p> <p>The key lesson is that experience and knowledge is accumulated by project workers over time and maintaining this 'knowledge bank' is critical, particularly at transition phases when funding periods end and new arrangements (and often staff) are put in place.</p>
Application process	<p>The process was not considered to be demanding, although the planning process in particular identifying transnational partners was challenging. For this project, initially there was an additional 3rd partner who subsequently did not proceed with the proposal and this created some organisational issues in developing the proposal. However, the application was approved within a period of 1 month from submission and contracts were signed quickly after to allow the project to commence in April 2005.</p>
Context and initial conditions	<p>Kildare has wide ranging and diverse areas of economic activity within its boundaries. There are four broadly defined geographic areas of economic activity – the north east metropolitan area, the north west agricultural/boglands, the commercial centre, the agricultural south.</p> <p>Within the three economic sectors of agriculture, industry and services, there has been a marked change in the sectoral employment shares over the past four decades. In 2002, agriculture, forestry and fisheries accounted for 4.16% of employment; manufacturing industries 16.3%; building & construction 10.3%; commerce, insurance, finance and business services 31.2%; public administration & defence 7.7% and professional services at 23.9%.</p> <p>There was, and is, therefore, a strong industrial base demanding IT skills and the project was notable in responding to that demand by developing skills in the emerging workforce.</p>

<p>Current employment conditions</p>	<p>County Kildare forms part of the Greater Dublin Area and, therefore, exhibits many of the characteristics that are typically associated with rapid economic expansion and population growth on the edge of a metropolitan region. The county has a number of competitive advantages over other parts of the country. These include the proximity to Dublin and the associated benefits of access to markets, business support services and key decision makers in the administrative, economic, social, cultural and political systems; some of the best road transport infrastructure in the state; and easy access to Dublin airport and the seaports at Dublin, Rosslare and Waterford. Kildare has been the fastest growing county in Ireland since the early 1990s. Growth can be attributed to a number of factors, including;</p> <ul style="list-style-type: none"> • the influx of commuters in search of housing at lower prices than in Dublin • job opportunities afforded by the location of new high-tech industries in the northeast of the county • overall population growth in the Greater Dublin area • improvement in communications and transport systems enabling easier commuting <p>However, there are significant contrasts within the county with most of the recent development concentrated in the northeast, which is within easy commuting distance of the Dublin region. Other parts of the county, which have a more traditional economic structure, have experienced changes that have resulted in a decline in economic opportunities and consequently out-migration of younger members of the population.</p>
<p>Specific factors that determine Good Practice</p>	<p>Probably the most critical and innovative aspect of this project was the fact that the project was driven by the young people themselves. They decided on the issues to be explored, they developed the story lines, they determined the format of how this story is presented (a TV magazine style broadcast, a short play/drama), they did the filming, managed the production and provided editing control. The LEADER Groups provide the training and technical supports to enable them take on this responsibility.</p>
<p>Lessons learned on project development and delivery</p>	<p>While both LAGs had previous experience with this type of project, the approaches and the methodologies used were different. This enabled significant added value to be brought to the project by combining techniques.</p> <p>Flexibility in the programme of work and in the scheduling of activity enabled the two partners to deliver elements independently while also feeding into each other's activities. A number of specific events where the partners work together to deliver project activities were also incorporated. Two of these events involved a weeklong programme of workshops and filming on location in each of the LEADER areas. The third element of joint activity was planned around the public launches and presentation of the finished film/DVDs.</p> <p>This project was concluded May 2006 and a number of elements of good practice were evident, with both the young people and the wider communities in both LEADER areas benefiting from the project.</p>
<p>Success factors</p>	<p>Alongside developing technical skills in a medium that is innovative, accessible and relevant to them, the project enabled the young people to express themselves creatively with clarity and resonance. This was achieved through workshops with performance and digital media professionals. Furthermore, by ensuring that the young people themselves had full control over the work they undertook, individual capacities and life skills were also developed – team work, taking responsibility, taking on leadership roles, building confidence, respecting and considering alternative views and opinions were all integral to the project. When the film work had been completed, the young people were also responsible for curating and showing the work.</p> <p>From a community point of view, the work sought to capture perspectives on the character and diversity of local areas.</p> <p>This wider community involvement was evident in some unanticipated spin-offs from the project. In Ballitore, Co. Kildare, the delivery of a week-long programme of activity created a</p>

	<p>whole new energy within the area.</p> <p>The community requested to see completed footage from the film shooting. This resulted in a Première night. Over a six-week period, an old cinema in Ballitore that had been closed for 40 years was refurbished by the community from their own resources in order to host the Première. To meet the high demand to see the Première, live video links were installed into local pubs.</p> <p>As part of the community night in Christow, Blind Ditch Performance showed archival film footage, recording life in the region from the 1940s, '50s, and '60s. People were invited to an interview booth to record their own memories and reactions to the archival film. This was managed by the young people who also carried out and filmed the interviews. Over two hours of interviews were recorded. This material was presented to South West Regional Film Archive to keep for future generations.</p>
Transferability	<p>The project is highly transferable and relies upon enthusiasm and facilitation from community amateurs and young people willing to become involved. There is a cost in capital set up which relies upon investment being available and there are clear benefits in having some form of technical support in the area; otherwise there are no reasons why the project could not be replicated in other areas.</p>
Additional information	
Contact details	<p>Organisation: County Kildare Leader Partnership Name: Bertha Cooke Mulvey Phone: 045 895450 Email: bertha@countykildarelp.ie Website: http://www.countykildarelp.ie/</p>
Logo/photo/location map	 <p>County Kildare, Republic of Ireland</p> 

Foodskool – Promoting Healthy Eating	
Project profile	
Good practice title	Foodskool: Promoting Healthy Eating
Location of the project	IRELAND – West Cork IE025/ South West Ireland
Timescale	2000-2006
RDP Axis/Measure	Axis III, Measure 341
Starting & end date	Start: 30/11/2004 End: 06/09/2005
Duration of application process	10 months
Project type	<ul style="list-style-type: none"> • Provision community services/facilities • ICT • Skills / training
Brief description	<p>Foodskool is the first phase in a LEADER-supported project in West Cork that focuses on raising awareness of local food produce and on encouraging children to develop healthy eating habits. Foodskool concentrates on the origins and production of food. It has involved the development of a website, www.foodskool.ie, that serves as a fun learning tool for children aged 6-11.</p> <p>The website is divided into a number of sections that aim to facilitate a brief understanding of the following:</p> <ol style="list-style-type: none"> 1. Food Nutrition. 2. People in your community. 3. Climates and food production at home and abroad. 4. Food production processes.
Project costs and budget distribution	<p>Total costs:: 12,998.78</p> <p>RD programme funding: €12,998.78</p> <p>Public funding: €12,998.78</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>The outcomes & impacts of the project since the initiative was launched in September 2005, is that primary schools are now encouraging healthy eating among children, the interactive website and CD rom has taken the fun approach to stimulate children's natural curiosity to investigate, explore and experiment the culture of food and food production, that is all around them, particularly here in West Cork, there sense of wonder has led them to an active interest in what they eat, where it comes from, and how it is made, it has presented food in a fun and interactive manner with a simple what, who, where and how approach to discovery.</p> <p>The project has also been the blueprint for a further collaboration between safefood and West Cork LEADER, who have since commissioned an interactive CD ROM called Taste Buds, which is a combination of two resources and included a pilot in five primary schools across the island of Ireland.</p>
Commentary	
Need for the project	<p>Foodskool is an initiative for primary schools to encourage healthy eating among children, it is designed as an interactive website and CD Rom that takes a fun approach to a topic that has come to weigh heavily on the minds of parents throughout the Western World, The package was developed to stimulate children's natural curiosity to investigate, explore and experiment with the world around them. It encouraged children to find out for themselves about healthy eating and food ingredients, the content places very much in the context of local community profiles of local producers such as farmer, Fishermen</p>
Business Plan development	<p>To develop and support the needs for children to find out for themselves about healthy eating and food ingredients and to help them to take a more active role in choosing healthier foods, it will also teach children to explore and understand food labels, looking beyond packaging colour and catchy advertising, whilst also focusing on in the context of the local community which profiles the people that us our food</p>

Application process	The process of the application was not demanding as there is a huge link to local food in the area, the application demanded a great deal of administrative burden that all conditions and criteria were adhered to, the time frame for approval was short once the project was evaluated by an evaluation committee and passed by the board of directors, all the relevant 21 conditions had to be fulfilled. Three weeks would have been the outset between evaluation and contract signing
Context and initial conditions	<p>Whilst agricultural employment has decreased dramatically in recent years, its proportion of the total workforce still represents twice the national average. The southeastern part of the LEADER area has quite a number of tillage farms, mostly barley but also a quantity of wheat and sugar beet. Inland in the eastern half of the area mixed tillage and dairy farming is common. Horticulture, including vegetable growing, fruit, flowers and nursery stock, continues to decline in the area. West Cork LEADER Co-op has been involved in a number of growing initiatives in these areas particularly daffodil and onion growing.</p> <p>Organic farming in West Cork has grown to a stronger position than in any other part of Ireland, with approximately 10% of all registered producers. West Cork should be well placed for development in this sector based on a number of factors:</p> <ol style="list-style-type: none"> 1. Significant level of existing local knowledge 2. Younger age profile among farmers relative to other regions. 3. Established marketing structure for local food products – Fuchsia Brand. 4. Secondary processing sector among which there is a demand for organic ingredients. <p>Fishing and mariculture are critical industries in the economic make-up and future of the area. The southwest (Cork and Kerry) has one of the major concentrations of seafood industry within the state, representing about 15% by value of the national wild fish landings and about 20% of aquaculture production. Apart from inshore and offshore fishing, the industry includes processing, aquaculture, ancillary sectors and support services (packing, transportation, marketing, equipment manufacture and maintenance).</p> <p>The West Cork, Lee and Owenabue Valley region contains variable levels of services sector development. In recent times, the strongest level of employment growth has been in private sector services and in commerce and retail adjacent to urban areas. The services sector has been the major source of employment growth in the area accounting for 96% of employment growth from 1991 to 1996. For the most part, service sector growth has been fueled by the growth in consumer spending and demographic changes. In this respect, population growth and the comparatively high levels of household income in the region's larger towns has been a key growth driver in local private sector service employment. In particular, the region's economic infrastructure has benefited from an increase in the provision of a broad range of professional services. Aside from professional services however service sector employment can be poorly paid, part-time/seasonal and with limited opportunities for progression. The viability of some local services can also undermined by seasonal fluctuations in demand. The public services provided, in particular schools, post offices and health care, are critical to the viability of rural communities. The future of the a range of public sector services is threatened by a range of factors including public sector rationalization.</p>
Current employment conditions	The programme is now carried out by Primary School Teachers so there are no issues regarding recruitment for the programme.
Specific factors that determine Good Practice	The package was developed in collaboration with 3 West Cork primary schools and one in Cork city. Foodskool.ie stimulates children's natural curiosity to investigate, explore and experiment with the world around them. "By opening up for kids the culture of food and food production that is all around them, particularly here in West Cork, their sense of wonder will lead naturally to an active interest in what they eat, where it comes from and how it is made," says Kevin Santry of West Cork LEADER Co-op. Foodskool.ie presents food in a fun and interactive manner with a simple what, who, where and how approach to discovery.
Lessons learned on project development and delivery	The main lessons learned was implementing this into to the education sector, the funding process was quiet easy once all the relevant guidelines were followed in the BP, during the process there was sufficient support form the BP, Further help would have been vital from a

	state agency which was sought for phase two, this could be provided by state agencies like Board Bia or Saferood
Success factors	The development has educated the children on where their food is coming from and who produces it, it also provides them with the information on what is produced locally and how this can benefit the local economy
Transferability	The objective of the collaboration is to develop a resource for primary school children aged 8-12 years in the Republic of Ireland with a view to extending it to Northern Ireland. The main aim of the collaboration will be to support the primary curriculum in educating school children on Food and Nutrition. Both <i>Foodskool</i> and <i>TasteBuds</i> can be used in a classroom setting or on their own for self-directed learning. Each resource will include interactive games and will provide back-up materials for teachers to use in the classroom. Piloting of the project will be conducted in a number of schools in association with HSE South. The outcomes will inform the production cycle before final release.
Additional information	
Contact details	<p>Organisation: Fuchsia Brands Ltd</p> <p>Name: Kevin Santry</p> <p>Phone: 023/34035</p> <p>Email: Kevin@westcorkleader.ie</p> <p>Website: www.foodskool.ie</p>
Logo/photo/location map	 <p>The image shows a map of County Cork, Ireland, with various towns and cities marked. Below the map is a smaller map of Ireland with County Cork highlighted. At the bottom, the logo for Foodskool.ie is displayed, with the tagline 'IMAGINE • INVESTIGATE • EXPERIMENT'.</p>

14 Good practices in Italy

For Italy the following good practices are included:

- Telecottages and bundled services for the spread of teleworking
- Ecological village of environmental education
- Strengthening the local production chain
- Integrated project cultural and environmental goods


Telecottages and bundled services for teleworking	
Project profile	
Project title	Telecottages and bundled services for teleworking
Location of the project	Alto Oltrepó, Lombardia – Italy NUTS 3: ITC48
Timescale	2000 – 2006 programming period
RDP axis measure	2.1.1 – improving the quality of life (Regional Rural Development Plan)
Start/end Date	07/2004 – 09/2008
Duration of application process	The application process was standard, with a normal duration (maximum 90 days).
Project type	<ul style="list-style-type: none"> • ICT • Provision community services
Brief description	<p>Innovative approach which spreads teleworking to solve the problems of isolation and depopulation in rural areas, which especially affects young people, who leave to search better job opportunities. The action seeks, through the use of new technologies, to produce a significant improvement of living conditions of local families by:</p> <ul style="list-style-type: none"> • Helping reduce the commuting and logistic disease; • Facilitating the matching between labour demand and supply, contributing also to the creation of new businesses; • Encouraging experimentation and practical knowledge of new methods of telework. <p>Objectives:</p> <ul style="list-style-type: none"> • to work with the net economy • to break isolation and shorten physical distances • to help the families' life with a net of services • to impulse the territorial development.
Project costs and budget distribution	<p>Total cost – 240.000€</p> <p>LEADER + funding – 36.000€ (15%)</p> <p>Other public funds – 60.000€</p> <p>Private funds – 144.000€</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Planned number of telecentres: 2. Telecentres built: 3 • 46 people participated to 2 trainings of 200 hours each • 18 new jobs created at the beginning, of which 10 are permanent jobs in the telecentres (nowadays, 25 people are working there, and most of them are women) • Support for the creation of a cooperative which could manage the centre.
Commentary	
Need for the project	<p>Needs for the project: to prepare a local development plan, through LEADER +. Priority: improving the quality of life. Since this is an area of high depopulation and aging population, it requires actions that keep the families on the territory. The people employed in the project are all women with families. The possibility to work with self-managed and part-time working hours guarantees a balance between professional and family life.</p> <p>Even if the LAG had already experience in rural projects, before implementing the project, a feasibility study was made.</p> <p>The expected results of the project have been fully achieved.</p> <p>At that time, the project could have not been realized without EU funding.</p>
Business Plan development	<p>The LAG has a good internal capacity, because the staff is composed of people with different and specialized profiles (an economist, an environmental expert, researchers, administration, etc). For this reason, they prepared the business plan by themselves, without any consultancy service, nor any help from the paying agency. They used the guidelines and indicators of the LEADER programme. The only external service they used was a feasibility study, in order to check the transferability of similar projects. Further help was not needed, because the 2000-2006 programming period was well structured and had certain, but also flexible, rules. It gave a</p>

	real possibility to adapt the project to the needs of the territory.
Application process	<p>The LEADER Local Development Plan stated that the project had to be launched through a tender, directed both to public entities and private entities specialized in social services.</p> <p>The administrative burden was not a problem, in the sense that the centre had totally interiorized the LEADER <i>modus operandi</i>, and was used to apply it to every project.</p>
Context and initial conditions	<p>The Alto Oltrepó territory is characterized by mountains and inland hills, and has a fragmented production structure, with weak infrastructure. Some inland areas are trying to start development processes, while others are only interested in the agriculture sector and characterised by small/very small production structures. Moreover, the whole territory is affected by depopulation and a strong socio-economic impoverishment of the rural centres, where the population is old. In addition to the aging population and the phenomenon of depopulation, another critical factor is the low innovative entrepreneurial culture, determined by a limited knowledge of the potential and of the opportunities for local development, the difficulty of adapting to changing markets and the low level of information and workforce training, as well as the poor sense of cooperation which exacerbates the fragmentation of supply.</p>
Current employment conditions	<p>The project has demonstrated that the development of niche activities can boost employment: nowadays, 25 people are employed in the centre, over a total registered population of 18.000 people (the ones who really live in the territory are less). Even people of the neighbouring province are now working in the centre, so that it can be considered a labour force attraction point and an employment generator. The number of people hired is increasing year after year, because the activity is expanding.</p> <p>Notwithstanding, apart from the actions promoted by the project, the general employment conditions of the territory have not improved, because of the crisis. The depopulation and ageing population are increasing.</p> <p>Considering the availability of the labour force in the territory, it has to be stressed that it is principally low-skilled and often cannot use ITC. The education needs are quite strong. This aspect is worsening, because people are not aware of the opportunity to invest in specific areas and sectors. Rurality is seen by young people like an obstacle instead of a resource.</p>
Specific factors that determine Good Practice	<p>The project of telework has the nature of a good practice especially thanks to its innovative approach to solve the problems of isolation and depopulation of rural areas, being depopulation a phenomenon that particularly affects younger people, frightened by the lack of job opportunities. Although the technique in general is not so much in the forefront, it becomes so when applied to a context which lacks of appropriate infrastructure and technical instruments.</p> <p>Another aspect of good practice is the mode of collection of the needs of the territory, which also relies on methods such as listening campaigns and animation activities. This demonstrates a bottom-up approach and the capacity to give concrete solutions to specific and priority problems.</p> <p>Furthermore, the project tried to find a source of employment for people with mobility impairments and at the same time to provide a useful service to local businesses, thereby promoting the development of both the social and business contexts of the area.</p>
Lessons learned on project development and delivery	<p>The group had the internal capacity to develop the project, so that it did not need to rely on external services. Usually, when they need external help, it is for very specific and selected issues, and they normally address to centres which work in the same sector and develop similar activities.</p> <p>They have a good network with institutions, research centres, Local Action Groups, regions and provinces. The exchange of experiences and good practices is a very useful tool.</p>
Success factors	<p>The LEADER approach has been fundamental to develop an economic activity which gives important employment opportunities to local families, supporting the work-life balance.</p>
Transferability	<p>Thanks to the LEADER philosophy, the project is totally transferable to similar areas, isolated and with a few services. It is a call centre with a strong focus on the territory, so that the people who work there have a real social utility (they organise trainings, answer and solve some problems, and so on).</p>
Additional information	

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Logo/photo/location map	




Ecological village for environmental education	
Project profile	
Project title	Ecological village of environmental education
Location of the project	Trasimeno Orvietano, Umbria – Italy NUTS 3: ITE21
Timescale	2000 – 2006 programming period
RDP axis measure	LEADER 2, 6.h.1
Start/end Date	In 08/1999 the project was started, but the physical activities started in December 1999. It finished in 12/2001. The project had been conceived since 1992, but it was started when LEADER financing was obtained.
Duration of application process	No more than 60-90 days. Before the application, the beneficiary created good political and institutional relations with the main actors in the territory and developed a close relation with the LAG.
Project type	<ul style="list-style-type: none"> • Environment and valorisation of natural resources • Construction of an environmental education centre
Brief description	<p>The project is a good example of environmental education and promotion of sustainable lifestyles, by the creation of the “Panta Rei centre for environmental education”. The centre is economical, ecological and easy. The self-construction is based on the massive use of local material, such as clay (80%).</p> <p>The objective of this centre is to offer a range of services targeted to a user who feels the need to experiment different ways of living, building, producing and consuming that are compatible and in harmony with the environment. The project aims to spread and transmit a culture, a philosophy of life that is attentive to environmental concerns, not only in the sense of respect for nature, but also of the use and exploitation of natural resources. These services consist of educational activities dedicated to schools, trainings and offers for tourism.</p> <p>In an area based on tourism and agricultural activities and characterized by low employment for young people, the creation of this centre has given employment opportunities to young people in a different economic sector.</p> <p>The model which has been developed is well-advanced, even after a decade.</p> <p>The European funding has been used mainly (75-80%) to build the structure, but considering the European LEADER Programme effects, the fund has helped to develop, in the same proportion:</p> <ul style="list-style-type: none"> - the container (the structure, the furniture, etc) - the contents (a sustainable centre for environmental education) - the method (LEADER). <p>The principal beneficiaries of the project are:</p> <ul style="list-style-type: none"> - the Pantarei cooperative (the centre) - the visitors, who are mainly young people (school visits, etc.) - the territory: the local enterprises involved in the construction of the centre did not only have economic benefits, but they also learnt a new construction technique, which gave them an added value in terms of competences. Furthermore, the presence of the centre is positive for the territory in general.
Project costs and budget distribution	<ul style="list-style-type: none"> • B measure: 700.000€ (50% EAGGF and 50% PantaRei) • C measure: transnational cooperation – exchange of experiences: 158.907€, of which 62.732€ were put by the LAG and 30.215€ by Panta Rei.
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • 10.000 people per year visit the centre (yearly mean over the 2005-2010 period) • 6-8 new jobs have been created; 3 of them are permanent • Creation of a contact network with the most relevant local actors • The initial project of the centre is very similar to the final output • Creation of learning opportunities from concrete and real experiences: construction site as a place for learning.
Commentary	
Need for the project	The project was conceived since 1992, and found in the LEADER Programme the right

	<p>source, from a financial but also an ideological point of view. The project was totally coherent with the principles of the Programme. Its priority was to re-qualify a rural area which was suffering depopulation.</p> <p>The contribution of the EU financing has been decisive. It would have been very difficult to realize the project without it, but maybe other financing source could have been found.</p> <p>It was the first time Pantarei received EU financing.</p>
Business Plan development	<p>At the beginning of the project, the staff did not have the knowledge to prepare the business plan; for this reason, they were helped by their partners to prepare this part of the project. Thanks to the very good relation with the LAG (Local Action Group), they did not need any other help. In fact, one person of the LAG destined much of his time in helping them not only to prepare the business plan, but also to make the expenses certifications to be submitted and revised by the regional authority.</p>
Application process	<p>The process was normal for that time. The administrative burden was not too much, and it was proportionate to the high amount of the investment. It was necessary to assure that things were well done also from a legal/administrative point of view. The main problem was linked to the obligation to "spend money to get money": extremely high guarantee costs.</p>
Context and initial conditions	<p>The centre is located on a hill overlooking the Trasimeno Lake and is particularly interesting for its environmental and landscape characteristics. In addition to the proximity of the lake that boasts a substantial flow of tourism, the village is located in the LAG (Local Action Group) Trasimeno Orvietano, with which the relations have been intense during the previous programming period, under Leader II. The strength of the territory is linked to its tourist importance and its internal potential derives from the fact that the territory is already sensitized to issues and initiatives developed by the LAG. Moreover, the creation of the centre is linked to other actors in the territory, such as the "Good Earth" Farm School, and it was possible to create networks of liaison and coordination with other actors in the area. Second, the initiative is located in a disadvantaged rural area, with a strong need for a valorisation of natural resources and employment creation. The economy of the area depends on low income sectors and is suffering the loss of territorial identity of the population. The lack of infrastructures and services has led to an environmental degrade.</p>
Current employment conditions	<p>It is important to specify that the professional profile which is needed in the centre is not well regulated by the regions, so that the figure of an environmental educator is not clear, being different both from a school teacher and from a volunteer. There is a big confusion on this point. When the centre needs to hire a new person, they principally look at his/her personal believes. If the person shares the same principles and views on the environment and the different lifestyle which is proposed by the centre, he/she can be hired, even if he/she has not the environmental or teaching background which is needed. The centre makes trainings and courses for the new people hired, both from a pedagogical and a technical point of view. Since the centre hosts its visitors, this experience should be lived also by the people who work there. This is the reason why the centre, although hiring people proceeding principally from the region, always tries to give an opportunity also to people coming from other regions. These people can live there during a period. Because of the crisis, the labour supply has increased.</p>
Specific factors that determine Good Practice	<p>The elements of excellence of the projects are:</p> <ul style="list-style-type: none"> - development of a high-level project through a participatory approach with the combination of different skills - effective and constructive working relationship with the LAG - proven ability to continue the project beyond the Leader context - the idea is not very innovative in general, but it is innovative in the local environment and also in the Italian context (the centres are popular abroad) - economic sustainability: the project continues to survive and also to be developed without Leader funds - "political" relevance: the territory has set as a successful initiative and is significant in terms of image, philosophy, promotion of a certain kind of culture - reproducibility: the development of the centre is based on the use of reproducible materials

	<ul style="list-style-type: none"> - mainstreaming: impact on the local education system - participatory approach during the preparation of the project - frequent updating of expertise: retraining of staff through two courses assigned to a specialist - assessment activities: ongoing evaluation with the participants.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Not only a strong motivation and ideological involvement is needed, but also an entrepreneurial spirit • The Leader approach is fundamental to develop this kind of projects. The EU funding is really important not only from a financial point of view, but also because it impulses these actions on the territory. • The best way to learn is the exchange of experiences and knowledge. Seminars, publications, etc. have a really limited usefulness with respect to real exchanges. It is very important to capitalize and spread the resources and results achieved through the project.
Success factors	Creation of a centre which spreads environmental education through concrete experiences, based on the conception of housing sustainable construction.
Transferability	The community model promoted by the project (strong participation of all the actors, etc.) could be applied in other places.
Additional information	
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Logo/photo/location map	


Strengthening the local production chain	
Project profile	
Project title	Strengthening the local production chain
Location of the project	Valle Crati, Calabria – Italy NUTS 3: ITF61
Timescale	2000 – 2006 programming period
RDP axis measure	Pilot action (Leader +): adding value to local products. The project was cofinanced through different programmes (Leader +, Interreg, Calabria regional operational programme).
Start/end Date	2000 – 05/2007. The project is still in progress.
Duration of application process	The duration was long, mainly because of the Calabria region schedules.
Project type	<ul style="list-style-type: none"> • Collaboration in the food supply chain • Producers' groups
Brief description	<p>The project is a good example of implementation of the production chain and valorisation of a local product (the fig). Without these interventions, the entire fig production activity would probably have disappeared. The social sustainability is assured by the involvement of young producers and other producers who invested in new agricultural surfaces for the fig cultivation.</p> <p>The area had a great potential, since they were the first producers of that kind of fig. They decided to use all the instruments of the 2000-2006 programming period.</p>
Project costs and budget distribution	Total cost – 162.000€ EAGGF – 76.000€ Public national funding – 32.000€ Private funding – 54.000€
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Creation of a consortium of 120 operators (farmers and processors). This consortium is still functioning • Creation of an instrument called "piano integrato di filiera" (production integrated plan), which financed the use of 300 hectares more of land destined to fig cultivation (extra with respect to the EU funds) • Achievement of the Protected Designation of Origin (PDO) • Product promotion on domestic and foreign markets • Market regulation by defining a market price for the dried product • The project had very positive results and a second phase has been proposed in the 2007-2013 programming period, principally to enhance the product commercialisation and diffusion.
Commentary	
Need for the project	<p>The project was the only instrument which could to give a solution to the extinction of the production and transformation of a local product.</p> <p>It would have been almost impossible to realize the project without EU funding. The Local Action Group promoted a micro-production chain, in which a province or regional administration would not have invested, because they would have given priority to bigger production chains and opportunities (oil, meat, citrus fruits, ...). That is, these administrations would have invested more on more profitable and more common goods, than on a product which was endangered.</p> <p>The LAG was born thanks to Leader 2, and after 4 years it generated this project. This means that it had already a good experience in EU funding.</p>
Business Plan development	<p>The administrative and bureaucratic process has never been a problem for the LAG. The problems arose only when the rules were not clear. The real problem was linked to the slowness in the financial flow. The Calabria region and the Interreg programme had serious delays in the money transfer. It is true that sometimes the administrative burden seemed to</p>

	<p>be excessive, but it has always been possible to prepare the documents in time.</p> <p>Considering the internal capacity, only in its first year of existence the LAG needed to improve its knowledge on how to prepare the business plans and the certifications. For this reason, they made trainings. Nowadays, they have such a good knowledge on EU fundings and projects, that they give trainings to university students.</p> <p>The business plan of the project was particularly complicated, because it referred to different financial sources (the different kinds of structural funds of the 2000-2006 programming period). As far as the LAG expense certifications are concerned, all the expenses of the project were considered eligible. This means that the internal capacity was sufficient.</p>
Application process	The principal problems emerged during the project preparation and development were due to the administrative and financial slowness of the Calabria region.
Context and initial conditions	<p>The goal of the initiative is the revitalization of the fig industry through the solution of the production chain problems. The province of Cosenza, with over 800 tonnes of dried figs per year, holds the highest share of the dried product at the national level; this is a production mainly made by local companies. Over the years the cultivation of the fig tree in the province of Cosenza saw a sharp contraction of surface, playing a marginal role in the local production sector. The interest of the farmers moved to more profitable crops or to the ones which were supported by some funds. There were only a few traditional systems that had a uniform number of plants per hectare. Rarely were detected rational systems. In most cases, the fig was cultivated with other crops or on small plots with plants distributed irregularly.</p> <p>Most traditional systems were destined to the dried fig production. The yields of the dried product in traditional systems were low because of the high reject rates. As a result, the transformation operators were forced to import products from Turkey and Greece. This setting, combined with the high average age of drivers, resulted in a lack of development of entrepreneurship because of farmers' beliefs about the limited needs of the plant. No better farming techniques and techniques of drying and marketing were thus acquired. Therefore, the final product had a poor quality.</p>
Current employment conditions	<p>The territory is characterised by a very high unemployment rate. Many young people attend university (very close to the area), but mainly because there are no employment opportunities.</p> <p>As far as the LAG is concerned, it hires people with a university degree. The principal problem of students is that they do not speak foreign languages. It takes almost one year for a person to learn the work to do in the LAG.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Territorial approach: careful reading of the territory and accurate identification of the problems. • Bottom-up approach: local actors' involvement since the preliminary stages to the starting and implementation phases. • Partnership: a large and representative choice of the economic and social realities of the territory. • Innovation: creation of networks among local actors. • Integration: supply chain approach for the growth of the local production. • Networks: networking not only among the traders interested in the sector development but also among partnerships and institutional actors involved in different stages of the economic development of the area. • Cooperation: profitable use of the transnational and international initiatives conducted by the LAG for the promotion of local products.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • It is very important to identify, amongst the people involved in the project, one or two persons who could have the function of leaders and carry away the other people. In the territory there is not an entrepreneurial class; capacity is needed. The function of leaders is fundamental, because the LAG alone cannot spread enough the entrepreneurial spirit; it needs the help of people. • It is very important to have the opportunity to work on transversal measures, and go beyond policies which only invest on agriculture. A more comprehensive approach is

	<p>needed, and this need is not reflected in the current programming period (2007-2013). The management of all the initiatives through the regional rural development plans does not give enough support to transversal actions, production chains development, consortium activities enhancement.</p>
Success factors	<p>Protection of a local fruit which was endangered. Opportunity to invest on a little production chain, which represents a niche production but at the same time protects an activity which was disappearing.</p>
Transferability	<ul style="list-style-type: none"> • The demonstration that the creation of cohesive and integrated systems is accompanied by economic success can be transferred to rural areas with similar characteristics. • The method of integration between different programmes (in this case: Leader +, Interreg and others) is transferable to all areas. • The <i>modus operandi</i>, if adapted to the local characteristics of each territory, is highly transferable.
Additional information	
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Logo/photo/location map	  

Integrated project cultural and environmental goods	
Project profile	
Project title	Integrated project cultural and environmental goods
Location of the project	Capo S. Maria di Leuca, Puglia – Italy NUTS 3: ITF45
Timescale	2000 -2006 programming period
RDP axis measure	Axis II: support to little enterprises Axis IV: recovery of historical heritage
Start/end Date	06/2005 – 2008
Duration of application process	Before the beginning of the application process, the LAG promoted this initiative among different actors, in order to make them aware of the opportunity deriving from a common strategy. After that process, which lasted one year, the LAG launched a tender, and the municipality of Specchia was the one who presented the best project. In this sense, the application process <i>per se</i> was not long, principally thanks to the local promotion which had been done previously.
Project type	<ul style="list-style-type: none"> • Rural tourism • Cultural and environmental valorisation
Brief description	<p>Innovative idea which puts into practice an experimental methodology to overcome the critical issues relating to cultural heritage management in a context where there are no individual items of great artistic or cultural value. This new management can be turned into an opportunity and an element of attraction for visitors, creation of new businesses, new services, new jobs, within a framework of economic sustainability.</p> <p>The LAG made a strong local promotion which helped the local and rural actors, operating in different sectors but sharing the same interests, to get together and develop a common and integrated project.</p> <p>The main objective was to go beyond the fragmented and little local activities, which singularly do not have a good business attraction capacity. This model of integrated tourist supply included craftsman activities, the recovery of cultural goods and the creation of a promotion agency, entirely managed by young people. It was also possible to restore 3 private rooms, now used for rural tourism, and to give support to the management of a rural hotel created under the LEADER I programme. Furthermore, the municipality participated with the renovation of an artistic good, which became sustainable in the longer term thanks to the generation of economic activity and business.</p> <p>The European financing was used to help the craftsmen, little enterprises and the promotion agency to improve, as well as to develop the local promotion actions.</p> <p>The main beneficiaries of the projects are:</p> <ul style="list-style-type: none"> - 4 rural tourism enterprises - 1 service company - 2 typical handicraft businesses - the municipality.
Project costs and budget distribution	<p>Total cost – 262.570€</p> <p>Leader + - 131.285€</p> <p>Private funding – 131.285€ (each actor involved financed 50% of the action promoted on his/her activity)</p> <p>Additional 100.000€ put by the municipality to restore an artistic monument.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Modernization of 2 micro-enterprises of hand-crafted products (increase of their business) • Management of the rural hotel: 1000 guests in 2006 • Restore of 3 private rooms, which enlarged the rural tourism resources in the territory • Creation of a cooperative for tourist services (promotion agency), managed by 4 young people • Consolidation of the jobs created at the beginning of the project

Commentary	
Need for the project	<p>The main reason of the project was due to the need to create a territorial aggregation methodology in order to go beyond the smallness of supply. There were already different tourist and handicraft activities in the area, but they were too small to attract tourism and business.</p> <p>Without EU funding it would have been impossible to implement the project, because the enterprises are so small that they would have not been able to develop a similar strategy.</p> <p>Even if the LAG had a long experience in EU funds management, it was the first time for these enterprises to receive European financing.</p>
Business Plan development	<p>Thanks to the local promotion and the support activity developed by the LAG, the promotion agency had not big difficulties to prepare the business plan. The young people working there were high skilled and had different profiles, so that the agency had the internal capacity to prepare the business plan. Furthermore, the strong cooperation with the LAG assured a support to the agency.</p>
Application process	<p>The administrative burden was high, but the LAG gave support to the agency. In this way, efficiency was improved.</p>
Context and initial conditions	<p>As a whole it is an area characterized by a strategic homogeneity, which includes some important production centres for local development. The territorial structure is characterised by coastal tourist areas and interior historical places. This area has a pronounced depopulation in at least seven towns, while there are little increases in population in some coastal municipalities. The unemployment rate is high; one over 3 people is unemployed, and most of them are young people. The agricultural activities are a lot but small, while the industrial sector is increasing. Tourism is getting an increasing importance, but mainly in coastal areas. With respect to these encouraging data on tourism demand, the supply capacity is insufficient.</p>
Current employment conditions	<p>In the start-up, new job opportunities were created. Nowadays, this labour force is still operating.</p> <p>The model has been transferred to other little realities in the territory, so that the project can have had indirect positive effects on employment creation/consolidation.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Territorial approach: the initiative is strongly linked to the territory, to its cultural heritage (historic property) and production characteristics (tourism, handicrafts, local products). • Partnerships: through the project a strong and professional partnership was created, which is characterised by the capability to aggregate and bring together different actors. The partnership between the public sector and the company was particularly significant already at the planning stage and was subsequently consolidated. • Innovation: the most innovative element is represented by the implementation of an experimental methodology for the management of minor and scattered cultural goods, allowing the creation of the critical mass which was necessary to make this initiative economically sustainable. • Integration: the project recorded a high level of integration between the various actors in all the phases of the project cycle (planning, implementation and management). • Network: the initiative is part of a broader strategy implemented by the Local Development Plan, which aims to organize the cultural heritage in an integrated territorial system, which would represent a driving factor for the development of the area.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • The local promotion activities are the key strategy to create integration processes, which probably could not arise by themselves. In this sense, the promotion agency has a crucial role. • Young people have demonstrated to respond more easily to innovative projects, so that their involvement is very important. • The main problem arose from the relation with the public administration. Although the municipality had the will to develop the project, the bureaucratic constraints were so high that in some moments they menaced the good functioning of the project. They


	curtailed some bigger objectives which could have been achieved.
Success factors	Economic and cultural valorisation of an area which had several little production and handicraft activities, which individually did not have an attraction capacity. The common management model promoted represents a key factor for the territorial promotion.
Transferability	<ul style="list-style-type: none"> • The project is highly replicable within the Local Development Plan and other local contexts characterized by similar problems • An interesting phenomenon which occurred as a result of the initiative was the decision of many homeowners of the area (often non-residents) to restructure their houses autonomously, but following the aesthetic and functional criteria of the hotel, and then give them into management to the agency. • The LAG has already transferred the project to other contexts (common management in a rural area, development of a culture park, etc.). The main factor is to develop an aggregation strategy, which is not very expensive.
Additional information	
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Logo/photo/location map	

15 Good practices in Latvia

For Latvia the following good practices are included:

- Farm development
- Farm “Vecsiljani”
- Industrial trainings

Farm development	
Project profile	
Good practice title	Cattle farm development in Kalna Dambrani / Lopkopības fermas attīstība Kalna Dambrānos
Location of the project	Latvia NUTS3 Code/name: LV009 Zemgale Region
Timescale	Programme period: 2000-2006
RDP Axis/Measure	411 Modernisation of agriculture farms
Starting & end date	Funding was applied for in March 2007. Work was completed in December 2008.
Duration of application process	16 months
Project type	<ul style="list-style-type: none"> Improvements in agricultural systems/practices
Brief description	<p>Project had following objectives:</p> <ul style="list-style-type: none"> Perseverance of quality of nature Increasing labour efficiency Improving working conditions Increasing of production capacity and quality in the farm <p>The above objectives were achieved by building of a new, progressive farm for 350 dairy cows, milking room with carousel type milking system, milk block, storage for rough forage, 3 silage containers, manure container and agriculture storehouse. Development of a new farm was planned to increase the milking cow number and will provide an additional income for the farm.</p>
Project costs and budget distribution	<p>Total costs – 1.422.872 euro</p> <p>RD Programme funding – 80.943 euro</p> <p>% of EAFRD in total costs – 5.69 %</p> <p>Matching finance – 1.341.929 euro</p> <p>Of which:- private – 1.341.929 euro</p> <p>- public – 0 euro</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> The manure container provide perseverance of quality of nature. It preserves air, groundwater from pollution Grain in winter period is stored in the agriculture storehouse, which guarantees secure work conditions for the staff. The storehouse is constructed from nature friendly building materials; the concrete floor prevents pollution and increases the quality of kept animals. New, the progressive farm for 350 dairy cows increases production capacity. Herd of cows increased more than 3 times. After building a new dairy farm all milk matches to the highest milk standards. Somatic cells reduced from 254.000 to 118.000 After building of a new farm Kalna Dambrani receives the best price for the milk in the region
Commentary	
Need for the project	In order to compete in the market and to run a cost-effective farm, farm should provide a large quantity of milk from the highest quality. This assure better price from the milk processing companies. Fram Dmabrani was implementing the “Modernisation of agriculture farms” measure. The project would be developed if there was no Rural development programme funding.
Business Plan development (1 = excellent, 5 = very poor)	<p>Support provided for the BP process from the Agency - 2.</p> <p>The right skills in-house to undertake Business Planning unsupported - 1.</p> <p>Support was provided by the Latvian Rural Advisory and training centre for the business plan process</p>
Application process	The Latvia Paying Agency arrangements were generally regarded as supportive (inspecting officers were cooperative) although concerns have been expressed about burdensome

	<p>bureaucracy. There were too many documents - all documentation that has been submitted in Agency weighted around 8 kg. Just the business plan used 80 pages.</p> <p>There were problems with receiving a loan from the Hipoteku bank – it took 8 months to receive money, instead of the promised 2 months.</p>
Context and initial conditions	<p>Farm Kalna Dambrani is situated in a relatively remote rural location where the economy is dominated by farming. It is near the Lithuanian border. The location of the farm easily allows selling milk both in Latvia and Lithuania.</p> <p>Cooperation has been established with The Latvian Rural Advisory and training centre, service provided on the routine accountancy and the feeding ration calculations.</p>
Current employment conditions	<p>Employees are drawn from a radius of 15 kilometers. There have been no serious difficulties with staff recruitment. There are 12 female and 8 male employees out of the staff of 20. The staff doesn't change for years, because of excellent work conditions at the farm. For Kalna Dambrani it means that everyone knows his duty and work in the farm runs smoothly.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The farm developed on a convenient geographical situation in terms of market – convenient to deliver milk both to Latvia and Lithuania. • The farm introduced modern facilities which enable good working conditions and efficiency. • The farm is financially stable and contributes to environmental preservation.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Most important for a capital building project is to prepare a thorough and detailed business plan and not to underestimate the considerable time and commitment that has to be devoted to project management. • Kalna Dambrani farm had to follow public tender procedure to choose a construction company – they had to choose the cheapest offer. The result was a company from another Latvian region and it was difficult to work with them, and their work quality was unsatisfactory. Another construction project was implemented by locally well known building company and building quality was much better. • Due to delay in the application process holding up of construction works occurred.
Success factors	<p>The level of risk has been reduced because of the detailed attention given to research, accurate business plan development, project planning and management.</p> <p>Success factors - z/s Kalna Dambrāni had previous experience in similar projects and this experience allowed to do all planning and supervising of project implementation in the best way. The owner of the farm I.Tirumniece and her husband shared responsibilities – I.Tirumniece did all paper work and informed local authorities, and her husband I. Tirumnieks supervised construction works.</p>
Transferability	<p>The project has many elements that are capable of transfer in regions of Europe.</p> <p>Other milk farmers can see advantages of modern technologies in the farm - feeding and milking technologies.</p>
Additional information	
Contact details	<p>Organisation: Kalna Dambrani Name: Iveta Tirimniece (owner). E-mail: kalnadambrani@inbox.lv Phone: +371 6409150</p>
Logo/photo/location map	




Farm "Vecsiljani"	
Project profile	
Good practice title	Farm "Vecsiljani"
Location of the project	Latvia NUTS3 Code/name: LV008 Vidzeme Region
Timescale	Programme period: 2007-2013
RDP Axis/Measure	RDP 2007 – 2013. 1 st axis measure "Modernisation of Agricultural holdings"
Starting & end date	Start: 01.06.2008. End: 29.12.2009.
Duration of application process	5 months
Project type	<ul style="list-style-type: none"> Improvements in agricultural systems/practices
Brief description	Development of the farm by increasing productivity having in mind environmental conservation. Results of the project are the new buildings: one site for 400 calves; one site for 256 dairy cows and two slurry storages with 5000 m3 capacity. The slurry storages reduce nitrogen evaporation in atmosphere and ground water pollution, which was present before. The new site for dairy cows provides conditions to increase the amount of productive animals in the herd, as well as increasing income.
Project costs and budget distribution	Total costs: 161.672 euro RD programme funding: 80.836 euro % EAFRD in total costs: 62.872: 39% Matching finance (total): 80.836 euro Of which: - Private funding 80.836 euro - Public funding 0 euro
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> 2 jobs created; 17 % increase in milk production; New buildings constructed (2 sites and 2 slurry storages). These results were as expected in the project development phase.
Commentary	
Need for the project	Before the project implementation farm "Vecsiljani" owned an old dairy cows site (from Soviet time) with problems in mechanical feeding, slurry storage and without possibilities to increase the herd (problem in site size). The project would not have been implemented without RDP support.
Business Plan development (1 = excellent, 5 = very poor)	Support provided for the BP process from the Agency (3) The right skills in-house to undertake Business Planning unsupported (3) Consultancy services were used for business plan preparation.
Application process	The application administrative process at the Payment Agency took too much time (5 months from submitting till signing contract) and during the application process period there were no possibilities for project implementation at own risk, though activities were planned.
Context and initial conditions	The dominant sector in this region is agriculture (livestock farming and crop farming). Cooperation among farmers is poor for production selling and for value added production, there is a lack of qualified and young labour and low rural infrastructure (especially roads).
Current employment conditions	Farm "Vecsiljani" is employing 18 persons. Quite serious problem is the lack of qualified and young labour in the rural area, because labour flows away to the urban cities.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> New technologies and methods enable more productive work, improve work safety, improve livestock welfare, decrease manual labour and improve environmental conservation. Milk processing in farm "Vecsiljani" provides sustainability for the farm. The farm owner

	has a plan to turn from domestic producer into entering with products in shop chains.
Lessons learned on project development and delivery	Careful economical analysis must be done for projects in all implementation steps and after implementation. Without economical advisors it's not possible to manage many ideas (it's also necessary for co-funding from bank).
Success factors	Business plan preparation with well grounded economical management
Transferability	Project can be replicated in any EU region
Additional information	
Contact details	<p>Organisation: z/s "Vecsiljani"</p> <p>Name: Juris Sprukulis</p> <p>Phone: +371 65122655</p> <p>Email :juris@pakavs.lv</p>
Logo/photo/location map	

Industrial trainings	
Project profile	
Good practice title	EU Structural Funds of the National Programme "Support to vocational education, improving farmers, foresters and other agricultural and forestry activities and persons involved in transforming the professional skills and competence" project "Vocational Training 2005-2006".
Location of the project	In the whole Latvia LV0
Timescale	2004-2006 programming period
RDP Axis/Measure	4.4.7. Training
Starting & end date	Start: 24.05.2006 End: 30.05.2008
Duration of application process	6 months
Project type	Skills/training
Brief description	<p>The objective of the Project is to raise skills and knowledge of farmers and persons engaged in agricultural activities, thus ensuring compliance with EU memorandum of lifelong education, and prepare forest owners and others persons engaged in forestry activities for the application of forest management practices with a view to enhancing the economic, ecological and social functions of forest.</p> <p>The main beneficiaries are farmers and forest owners from the whole Latvia.</p>
Project costs and budget distribution	<p>Total costs : 1.443.517 euro</p> <p>RD programme funding: 1.082.638 euro</p> <p>% EAFRD in total costs: 75%</p> <p>Matching finance (total) : 360.879 euro</p> <p>Of which: - Private funding: 0.00 euro</p> <p>- Public funding :360.879 euro</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Two training modules for the Agriculture and Forestry were developed. For Module, "Agriculture" it was planned to organise 315 groups with a total number of participants 5670, and for the "Forest" module it was planned to organise 24 groups and to train 480 course participants.</p> <p>Result of „Agriculture” module: 366 groups were organised and 8598 participants were trained and „the Forest” module - 25 groups organised and 489 participants trained.</p> <p>Listeners acquired and expanded the knowledge of the topics: agricultural supports, crop and animal production, veterinary medicine, vegetables, organic farming, traditional farming, animal stock assessment and monitoring, forestry, etc.</p> <p>About 4 percent of persons employed in agriculture and forestry received training and thus the project contribute to improving the employment situation in the country, especially in rural regions.</p>
Commentary	
Need for the project	<p>Such an education project, which took place throughout the Latvian territory was very necessary and useful to improve the knowledge on the various agricultural and forestry topics for persons employed in agriculture and forestry.</p> <p>Due to the worsening economic climate in the country it was necessary to prepare the farmers in the reorientation of production and application of production practices, which would be consistent with the hygiene standards of good animal living conditions and raise the skills needed to manage an economically viable farm.</p> <p>It was important to prepare the forest owners and others involved in forestry activities for application of forest management practices to improve forest-economic, ecological and social functions.</p> <p>RD Funding helped to realize such large-scale projects and carry out training across the country. Without such financial support it would not be possible to train so many people involved in agricultural and forestry.</p>

	Ltd "Latvian Rural Advisory and Training Centre had previously participated in such a large-scale training project, which also received this kind of financial support.
Business Plan development (1 = excellent, 5 = very poor)	Support provided for the BP process from the Agency (2) The right skills in-house to undertake Business Planning unsupported (2) The Centre didn't use consultancy services for preparation of the business plan.
Application process	The RDP administration arrangements were generally regarded as supportive although concerns have been expressed about burdensome bureaucracy, protracted meetings and decision making procedures. Time for documentation preparation for purchase took approximately 2 weeks.
Context and initial conditions	Ltd "Latvian Rural Advisory and Training Centre" training services are available in all Latvian regions where the economy is dominated by farming, forestry and rural tourism. Differences in development level between farms in various regions in Latvia are the main obstacles related to defining the training needs and designing training curricula, so that it provides maximum benefits for the farmers.
Current employment conditions	There was no need to recruit new staff for the implementation of the project because, due to economic recession, the staff had reduced work load. Existing staff with their experience and competence could deliver training courses and for other work associated with the training process organization.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The vocational education process was planned in order to ensure a sustainable farm operation under current market conditions. The focus was put on appropriate teaching methods, which ensured effective learning. • Theoretical training was always accompanied by practical training and sharing experience in the best Latvian farms and processing plants. • A learning control system was set, which assured good learning results.
Lessons learned on project development and delivery	EU and national support from the Latvian Ministry of Agriculture, the educational performance of the project was set at a sufficient level of funding. It provided the opportunity to attract highly qualified teachers, including the preparation of guidance materials and handouts needed for farmers for everyday tasks. Usually Latvian education projects free of financial aid are only possible in small quantities and only for specific target groups. Experience shows that in order to attract national or EU funding, high quality and accessible education for all people carrying out the projects is needed.
Success factors	As success factors of this education project can be mentioned: - Ministry of Agriculture competence and assistance in high-quality education project development; -A small number of project developers involved in the project from other institutions; -Sufficient specialist involvement in the project preparation and implementation; -Organization of the learning process near students living places, because there are 26 branch offices in whole country; -The actuality of the training topics for persons involved in agricultural and forestry activities. Success of the project is justified by the fact that the project attracted listeners in terms of number of participants and good feedback on teaching quality.
Transferability	Ministry of Agriculture developed the rules required that the training would be organized in the whole country. This task was successfully completed. We gained great experience in realization of projects : -Quality assurance in the learning process; -Internal training for process control system; -Identifying problems and resolving them. This Latvian experience can be transferred to other EU countries.
Additional information	
Contact details	Ltd "Latvian Rural Advisory and Training Centre"


	<p>Head of board - Mārtiņš Cimermanis + 371 63050220 + 371 29285626 www.lkvc.lv</p>
<p>Logo/photo/location map</p>	

16 Good practices in Lithuania


For Lithuania the following good practices are included:

- Establishment organic agricultural enterprise
- Further development of flower farm
- Establishment of micro enterprise for processing organic products

Establishment organic agricultural enterprise	
Project profile	
Good practice title	Establishment and development of organic cattle farm. Ekologinio mėsinių galvijų ūkio įkūrimas ir plėtra
Location of the project	Lithuania NUTS3 Code/name: LT002 Kaunas county
Timescale	2004-2006
RDP Axis/Measure	SPD 2 measures: "Investment into agricultural holdings", "Setting up of young farmers"
Starting & end date	Start: 22-06-2006 End: 30-10-2006
Duration of application process	22 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Organic farming • Setting up of young farmers
Brief description	<p>Strategic aim of the farm is to establish an organic cattle farm that would match EU standards, to assure good quality organic cattle produce, to reduce production costs and to work profitably. In order to achieve above aims, a farmer planned the following developments:</p> <ul style="list-style-type: none"> • To specialise in organic cattle • To speed up the development of cattle farm • To improve knowledge and accumulate experience in meat cattle production <p>Using the combined support from two measures - "Investment into agricultural holdings" and "Setting up of young farmers", Donatas Vaitelis is establishing a modern and competitive meat cattle farm and expanding it. To achieve the goal, the farmer is modernising feed preparation technologies and using modern agricultural technique. Farmer obtained new tractor, harrow, haymaker, platform for animal transportation, arranged water well.</p>
Project costs and budget distribution	<p>Total costs: 130.248 euro RD programme funding: 82.895 euro % EAFRD in total costs 57.408 euro / 44 % Matching finance (total) 47.353 euro Of which: - Private funding 47.353 euro - Public funding 0 euro</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as: 2 jobs created 1 modern organic cattle farm established with a heard of 86 limousine cattle Young farmer increased knowledge about modern cattle farm development</p>
Commentary	
Need for the project	Being 13 years old Donatas started farming activities in his parents' farm – he had his own pigs. Being very young he already had a clear vision for his future, and when he became 18, registered his own farm. In order to speed up the development of organic cattle farm, Donatas decided to apply for EU Rural Development programme support and prepared a project "Establishment and development of organic cattle farm", which was recognised as suitable to receive support according to two SPD measures "Investment into agricultural holdings" and "Setting up of young farmers". Such speedy farm development could not happen without EU rural development programme support.
Business Plan development (1 = excellent, 5 = very)	Business Plan was fully prepared by independent consultant. All supporting documents have been collected by farmer. Farmer did not receive any support from the Agency. If BP was prepared by Lithuanian Agricultural Advisory Service, then Agency would have

poor)	<p>covered the consultant's costs, but that was not a case in this project.</p> <ul style="list-style-type: none"> - Support provided for the BP process from the Agency - 5 - The right skills in-house to undertake Business Planning unsupported - 5 <p>The simplified system is applied for the new programming period of 2007-2013 and now the accountant who is working for a farm can draft the business plan herself. No need to hire any external consultancy.</p>
Application process	It took a lot of time and efforts to go through the application process. Too many documents to collect. Especially complicated public procurement process. In the end the full package comprised of about 1000 sheets of paper. It took almost 2 years from submitting application until first money arrived.
Context and initial conditions	The farmer just started his own farm. Having experience in animal breeding, he decided to breed cattle using non intensive farming. Organic cattle farm development did not depend on any other conditions. Intensive agriculture – crops and vegetable growing is a dominant branch in the area. Cooperation among farmers is poor. Good quality advice on organic farming is not available.
Current employment conditions	Due to expansion of the farm, 2 people were employed. Labour is available in the area. Quality of labour is sufficient.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The project enabled a quick start and development of the farm. • Farm is economically viable. • Environmentally friendly farming – organic production. • Young enthusiastic farmer – being 20 years old, already has farming experience and experience in utilizing the Rural Development Programme.
Lessons learned on project development and delivery	After economic evaluation of the project it became obvious that in practice 50% of self financing increase up to almost 70% due to loan obligations, insurance, etc. This experience was used when planning further projects for the period 2007-2013.
Success factors	<ul style="list-style-type: none"> • Correct Business plan • Farm having no financial obligations • Support according to the SPD measure “Set up of young farmers” was combined with a funding for the project according to the SPD measure “Investment into agricultural holdings”, which enabled more effective investment.
Transferability	The project is fully transferable to any region of EU.
Additional information	
Contact details	<p>Organisation: Donatas Vaitelis farm Name: Donatas Vaitelis Phone: +370 615 19465 Email: d.vaitelis@gmail.com</p>
Logo/photo/location map	

Further development of flower farm	
Project profile	
Good practice title	Further development of flower farm Gelininkystes ukio pletros testinumas
Location of the project	Lithuania NUTS3 Code/name: LT00A Vilnius County
Timescale	Programme period: 2004-2006
RDP Axis/Measure	SPD measure "Promoting the adaptation and development of rural areas"
Starting & end date	Start: 05-09-2005 End: 12-02-2007
Duration of application process	10 months
Project type	<ul style="list-style-type: none"> • Farm diversification
Brief description	<p>The aim of the project was to modernise a flower farm, to develop effective flower business, corresponding national and EU standards, enabling high quality production, enabling profitability of the farm and reducing of operational costs. The project is implemented in one stage and RD funding was used for:</p> <ul style="list-style-type: none"> ▪ Building a modern new glass house for flowers is built, ▪ Installing modern watering, fertilising, heating facilities ▪ Installing screen and shelving installed ▪ Purchasing new transport <p>The project is enabling further development of specialised flower business in rural area.</p>
Project costs and budget distribution	<p>Total costs: 634.938 euro RD programme funding: 317.469 euro % EAFRD in total costs: 225.688 euro 35,5% Matching finance (total): 317.470 euro Of which: - Private funding 317.470 euro - Public funding 0 euro</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>All planned results were achieved:</p> <ul style="list-style-type: none"> • Modern glasshouse is built • Watering, fertilising, heating facilities established • Screen established • Flower shelving established • Special transport purchased • Implementation of project enables growth in production turnover by 50% • Quality of flowers improves, which enables growth in customers and competitive ability of farm. • Work efficiency increased • Flowers in a modern glasshouse are grown all year round. • New working places were established, it was planned for 34 employees, achieved 63. Among those 35 for the permanent work, 17 men and 46 women.
Commentary	
Need for the project	<p>Farm already had been operating since 1991 and is specialising in growing annual and perennial flowers and providing landscape design services. Farm has well developed marketing activities – selling major part of production abroad, mainly to Russia. In Lithuania the farm has developed own market-places system. Expertise accumulated and marketing developed encouraged further development and modernisation of flower farm. The project was implementing under SPD measure "Promoting the adaptation and development of rural areas". It would be difficult to implement such project without RD support. Farm has a history of utilising EU support - SAPARD support was used for building poly tunnel greenhouse with installations.</p>

Business Plan development (1 = excellent, 5 = very poor)	Support provided for the BP process from the Agency – 1 The right skills in-house to undertake Business Planning unsupported - 4 Consultancy services have been used at the time of the preparation of the business plan For further assistance Paying Agency and Consultant services would be useful.
Application process	Application process was time consuming and the whole application package became big in volume. Was only achievable with the help of consultants. Application process took around 10 months.
Context and initial conditions	Since 1991 farm has developed a sound expertise and marketing. Not only annual but also perennial plants, which is not common, are grown in the farm and landscape design services are provided. Wide range of production and services increases the number of clients and retains the old ones. The farm has convenient geographical situation – close to biggest Lithuanian towns – close to most busy market places.
Current employment conditions	It is not difficult to find workers in the area and quality of available labour is satisfactory, though it is difficult to find workers with right qualifications. The farm therefore provides training and values employees.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The farm employs people and especially women from the locality (63/46), and provides training for them. • Farm is self sustaining and profitable. • The greenhouses are heated using renewable fuel – wood chips, which are provided by local wood processing enterprises. This makes good cooperation of businesses in the area possible, as well as it contributes to the environment.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • It is very important to decide on the right amount of investment and the target of the project. • Regarding the subsidy: implementation of work stages was impossible due to delay with application process. The period until the money arrives is too long.
Success factors	The key factor is efforts and persistence of the administration. History and experience of the farm allowed to define and implement project so that it brought most benefits for the farm.
Transferability	Such project can be replicated in any region of EU.
Additional information	
Contact details	<p>Organisation: P.R. Olisevicius farm Name: Pranas Rimandas Olisevicius Phone: +370 340-51056 Email: info@oliseta.lt Website: www.oliseta.lt</p>
Logo/photo/location map	



Establishment of micro enterprise for processing organic products	
Project profile	
Good practice title	Establishment of micro enterprise for processing organic products Ekologiškų produktų perdirbimo mikromonės steigimas
Location of the project	Lithuania NUTS3 Code/name: LT006 Siauliai county
Timescale	2004-2006
RDP Axis/Measure	Leader+ Kelme LAG pilot strategy implementation project
Starting & end date	Start: 02-05-2008 End: 02-11-2008
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> • Organic farming • Food processing • Provision community services/facilities
Brief description	<p>Intention of the project is to deal with women unemployment issues in Budraiciai village (Kelme district) and in joint efforts with farmers from the district to promote and develop organic farming and processing in Kelme district.</p> <p>The aim of the project is to provide vocational education and employment for young women from Budraiciai village, to encourage business development and cooperation among the village inhabitants. A Community micro enterprise is established, which is processing products from surrounding organic farmers, thus promoting organic farming in the area and dealing with local environmental issues. RD funding was used for refurbishment of the micro enterprise premises.</p>
Project costs and budget distribution	<p>Total costs: 81.734 euro</p> <p>RD programme funding: 11.009 euro</p> <p>% EAFRD in total costs: 75% of RD programme funding and 10% of total costs</p> <p>Matching finance (total): 70.725 euro</p> <p>Of which: - Private funding 6.957 euro - Public funding 63.768 euro</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results/outcomes/impacts, such as:</p> <ul style="list-style-type: none"> • 6 jobs created, 4 of which for young women. Flexible schedule, so that women can look after their small children • 15 young women trained on organic produce and food processing • 1 new business created • Enterprise is increasing volume of production, now producing 30 different food products, each having organic certificate • Marketing arranged through the network "Organic goods straight to homes" • 1 building refurbished serving for enterprise and for community meeting purposes. • The network of small organic farmers (24 contracts), processing enterprise and consumers was enabled and operating effectively. • Project was solving problem of social and economical exclusion in Kelme district and started innovative enterprise in the area, which activated community and started changing the attitude of inhabitants toward organic farming, awareness was raised regarding taking care of environment. <p>Actual outputs were as expected in the project development phase. It was not expected though that product would receive such high demand – all production is being sold and there is a plan to increase volume and to employ 3 more persons.</p>
Commentary	
Need for the project	The need for such project was identified by the community, based on the community needs analysis. The project was implementing the Kelme LAG pilot strategy. There were three

	<p>phases identified:</p> <ol style="list-style-type: none"> 1) refurbishment of premises (Leader+) 2) obtaining equipment (GEF Small Grants Programme) 3) delivering training to 15 young women (Ministry of Agriculture) <p>Leader+ pilot strategies activities were delayed in Lithuania for a year due to low administration capacity, so first step 2 and 3 were implemented. Leader+ support, though small in financial aspect, was important as it provided the opportunities to plan such a project and to assure co-finance from other public donors. Budraiciai community is in the process of signing a contract for implementation of the new Kelme LAG strategy for the period 2007-2013.</p>
Business Plan development (1 = excellent, 5 = very poor)	<p>Paying agency did not ask for a business plan. But BP was prepared for GEF Small Grants Programme. An independent consultant was hired for that and the community group got finance from municipality Small and Medium Business Support Programme to pay consultant. Skills in house to take BP preparation are assessed by 3. Further help regarding BP is not required.</p>
Application process	<p>The application was delivered to LAG. The Application form was not complicated to fill in and was not considered as a burden. Application was approved after 6 months.</p>
Context and initial conditions	<p>The rural organisation (Budraiciai community and active leaders) mobilised local inhabitants to think about the future and the community itself generated ideas of food processing activities. The region is encountering high unemployment especially among women and no kinder garden services are available. Local government was supportive in providing neglected house for community, but remained sceptical (that was novel activity) and observing. Legislation is unfavourable for mini community enterprise – it has to fulfil the same conditions and to pay same starting administration and tax money as big enterprises.</p>
Current employment conditions	<p>It was not difficult to find 15 unemployed women in the village who attended training, which enabled good quality work in the enterprise. It is though difficult to find a professional manager. Kelme municipality is one among 5 municipalities in Lithuania (there are 60) with lowest incomes and highest unemployment rates. Unemployment in the village has increased due to the crisis for the last year.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Such enterprise is innovative in the region and in all Lithuania. The enterprise is promoting natural food and organic goods are processed, while all products are certified. • The enterprise is ruled by community group – the board is taking strategic decisions. • Last year the balance sheet was with “+” which shows the economical viability. All production was sold. Its planned now to create 3 more working places. • Project contributed to social capital by providing training for 15 women and building awareness of broader community on environment friendly style of life.
Lessons learned on project development and delivery	<p>Community Enterprise is considered the same as any private business and if applied for business support the community has to find 50 % co-financing. Being a community organisation it is complicated to raise such funding. This usually leads to very small scale projects. The scope of work in a small scale project does not require much time, but the Agency is not flexible, and the applicants have to wait too long after the implementation of the project to get financed.</p>
Success factors	<ul style="list-style-type: none"> • Community having vision and implementing innovative activities • Identification of a niche for organic food production • Self help practice – community support enterprise establishment and further development and enterprise provides support to community activities (one example - pay for heating of the community meeting place) • Enthusiasm of leaders
Transferability	<p>LAGs from Lithuania, Latvia and Estonia have been visiting and learning about the project. Project can be replicated anywhere, the only condition is human factor – leaders should be enthusiastic and persistent and unemployed people should be bright thinking and positive.</p>
Additional information	

<p>Contact details</p>	<p>Organisation: Association "Budraiciu bendruomene" (Budraiciai Community) Name: Virginija Zurbenkiene, project coordinator Phone: +370 614 40608 Email: budraiciubendruomenekelme@gmail.com Website: http://www.ekologiskikonservuotiproduktai.lt/</p>
<p>Logo/photo/location map</p>	

17 Good practices in Malta

For Malta the following good practices are included:

- Fur Play Rabbit Farm
- Setting up new greenhouses


Fur Play Rabbit Farm	
Project profile	
Location of the project	Fur Play Rabbit Farm Alley 2, Sqaq Wied il-Qoton l/o Birzebbuga Nuts 3 code – MT001 Malta Island
Timescale	2004-2006 programming period
RDP axis measure	3.2
Start/end Date	The applicant applied for funding in 2004 under measure 3.2– Improving the Processing and Marketing of Agricultural Products under the European Agricultural Guidance and Guarantee Fund. The project started and finished during 2005 with a total duration of 5 months.
Duration of application process	The application was submitted under the first call for application launched in August 2004. The administrative process and work took around 8 months to complete and projects were contracted in June 2005.
Project type	Rabbit slaughtering and processing plant in conformity with local and EU regulations.
Brief description	The project introduced vertical production by investing further in the processing and marketing of rabbits produced on farm. The main actions proposed consisted in the construction of a state of the art slaughter house and a processing plant to process rabbits bred on farm. The investment not only improved the overall activity of the business but also enhanced the quality and the diversity of rabbit meat products. The processing of rabbit meat has been done manually with traditional methods and in a non-industrial mode. The investment led to an extensive modernisation of the sector since there were no slaughtering houses for rabbits in Malta prior to this investment.
Project costs and budget distribution	The total cost of the investment amounted to € 77,351 where 50% of the eligible costs were financed through EAGGF and National funds (co-financing rate of 70% EU funds, 30% public funds).
Actual or projected project outputs in terms of results, outcomes and impacts	Overall, the investment brought an increase in production, better organised environment, a healthier & safer processing environment, a lower impact on the environment with the treatment of processing waste and an accentuated contribution to economic growth deriving from agricultural products with an added value. More concrete results include: <ul style="list-style-type: none"> • Employment creation (increase of 100 man hours required for manual work) • Treatment of effluents from slaughtering and processing plant • Meeting EU standards of hygiene, safety and quality • Improve presentation of rabbit meat products • Production of innovative rabbit meat products to meet consumer demands • All rabbits produced on farm are sold as whole carcasses or processed • Estimated 50% of rabbits produced will be further processed • Expected increase in profits of almost 60% due to value added of rabbit meat.
Commentary	
Need for the project	The proposed project was needed since no appropriate slaughter house and processing plant for rabbit meat processing was found on the Maltese Islands. The investment also enabled the farm to meet local market demands for fresh and processed rabbit products which are in line with local and EU regulations regarding hygiene, safety, quality and traceability.
Business Plan development	A detailed business plan was presented as support to the project proposal. This comprised of a general overview of the present situation of the farm including financial tables, the local market situation of the sector, an action plan of the proposed investment and the expected economic outcomes. In order to compile this plan the applicant had to engage a certified auditor to assess the economic impact and provide the expected projections.

Application process	<p>The application was submitted to the Rural Development Department during October 2004 after a call for applications was issued by the same Department.</p> <p>The application consisted of three parts: an application form that was filled in by the applicant including applicant information, project details, and action plan, a business plan drawn up by a certified accountant and supporting documentation such as construction permits, site plans, qualifications and financial statements.</p> <p>The application was evaluated by a selection committee and the contract was signed in June 2005. The whole administrative process took around 8 months to be completed.</p>
Context and initial conditions	<p>Fur Play Rabbit farm is situated in the village of Birzebbuga in the Southern part of Malta. This farming enterprise has been breeding rabbits since 1996 as is currently one of the largest rabbit farms in Malta. Rabbit breeding is carried out in a professional and commercial way where parent stock is supplied from leading rabbit genetics companies in the EU. The farm also incorporates a feed mill plant to produce its own feed according to specific nutritional guidelines.</p> <p>Due to lack of facilities for slaughtering and processing, almost 50% of the rabbits produced were being sold alive.</p> <p>Most of the rabbits produced in the Maltese Islands are being raised in small farms containing a few does and it is mainly carried out as a part-time activity.</p> <p>The village of Birzebbuga is a rural area with a population of around 8,500 inhabitants covering an area of 9.2km² and a population density of around 940/km².</p>
Current employment conditions	<p>Unemployment in Malta is relatively low in comparison with the EU average and is estimated to increase by 1% to 6,9% in 2010.</p> <p>The project is a family-run business composed of 2 full-time and 3 part-time workers where all the family members play particular roles in the farm including the management of the farm, feeding, cleaning, slaughtering, deliveries and book keeping. It is being estimated that an additional 100 man hours will be required upon completion of the project.</p>
Specific factors that determine Good Practice	<p>The construction of the slaughter house and the processing plant improved the overall activity of the farm, making it one of the most professional rabbit breeders in Malta. The investment helped improve the marketability of rabbit meat and its products and brought these products in line with EU and local standards.</p>
Lessons learned on project development and delivery	<p>The investment is a very good example of how to increase the added value of local agri-food products and improve the overall efficiency of the farm in order to provide local consumers with fresh local high quality rabbit meat and products whilst complementing farming income and better quality of life.</p>
Transferability	<p>This project is an ideal model for promoting vertical production which will enable small scale family farming enterprises to diversify their activities and improve the economic performance and stability.</p> <p>This model can be easily adopted to other sectors as it is simply a way to add value to primary production that will result in a better return on investment.</p>
Additional information	
Contact details	<p>Mr. Ruben Schembri (contact person) Contact number: +35621650986 E-mail: josephsch@onvol.net</p>

Logo/photo/location map



Setting up new greenhouses	
Project profile	
Location of the project	'Tal-Hniena l/o Xagħra, Gozo Nuts 3 code – MT002 Gozo and Comino
Timescale	2004-2006 programming period
RDP axis measure	3.1
Start/end Date	The applicant applied for funding in 2004 under measure 3.1– Investments in Agricultural Holdings under the European Agricultural Guidance and Guarantee Fund. The project started and finished during 2005 with a total duration of 6 months.
Duration of application process	The application was submitted under the first call for application launched in August 2004. The administrative process and work took around 8 months to complete and projects were contracted in June 2005.
Project type	<ul style="list-style-type: none"> • Modernisation in agri-food industry <p>The production of vegetables using modern hydroponic techniques (“hydroponic” is the cultivation of plants in a nutrient liquid with or without gravel or another supporting medium) and environmentally friendly systems, construction of greenhouses and marketing facilities.</p>
Brief description	The farmer made an investment to improve his business by constructing new greenhouses to be able to grow agri-products of high value all year round using modern hydroponic systems.
Project costs and budget distribution	The total cost of the investment amounted to €166,184.49 were 50% of the eligible costs were financed through EAGGF and National funds. (co-financing rate of 70% EU funds, 30% public funds).
Actual or projected project outputs in terms of results, outcomes and impacts	<p>The investment led to the modernisation of the holding's operations and practices. With the introduction of a fertigation system and the use of growing culverts the farmer managed to rationalise the use of fertilisers up to the optimum crop balance levels and also through special channels the water was collected again and recycled.</p> <p>This investment also cut production costs drastically making the whole business more viable, efficient and greener and led to better quality products and services to meet increasing demands for quality and off season products.</p> <p>In summary, the project's key objectives are:</p> <ul style="list-style-type: none"> • Improved quality and quantity of vegetables produced • More varied production • Increase in turnover (over 5%) • Decrease in the application of pesticides <p>Efficient production and use of water.</p>
Commentary	
Need for the project	<p>Mr. Xavier Grech and Mr. Joseph Grech are full-time farmers and together they cultivate about 4 hectares of land on the island of Gozo. The main products grown on the farm consist of vegetables and citrus trees.</p> <p>The main aim of the project proposed by Mr. Grech was to reduce production costs and increase the quality and variety of products produced on the farm. The investment was essential so that the agricultural activity remains economically viable by adopting sustainable production techniques such as hydroponics. This also led to rationalisation in the use of fertilizer and pesticides and therefore allowed the adoption of more environmentally friendly farming techniques and practices.</p>
Business Plan development	<p>A detailed business plan was presented as support to the project proposal. This comprised a general overview of the present situation of the farm including financial tables, an action plan of the proposed investment and the expected economic outcomes.</p> <p>The business plan was drawn up by a certified accountant who has made a financial assessment of the economic performance of the holding and included financial projections following the completion of the proposed project.</p>
Application process	The application was submitted to the Rural Development Department during October 2004

	<p>after a call for applications was issued by the same Department. The application was evaluated by a selection committee and the contract was signed in June 2005.</p> <p>The application had two main sections: section A consisted of information about the applicant and an action, plan, information on expenditure of the investment, and objectives of the project, while section B included the business plan of the enterprise and other economic details before and after the investment. Further supporting documentation was also presented as part of the application file.</p>
Context and initial conditions	<p>The cultivated land is situated in Xaghra on the island of Gozo. The farmer has been operating in the sector of crop husbandry for quite a long time and therefore their investment will be enhancing the potential for growing quality vegetables to meet market demands in an efficient and environmentally friendly way.</p> <p>The rural village of Xaghra is situated in the north-eastern part of Gozo and is situated on a hill surrounded by valleys. The population of Xaghra is around 3,900 inhabitants. The area of this rural settlement covers an area of 2.5km² with a population density of 1,584/km².</p>
Current employment conditions	<p>The farming activity is carried out by both Mr. Xavier and his brother Mr. Joseph Grech and two other family members on a full-time basis. Together they cultivate around 4 hectares of land in which various vegetables and fruit trees are grown.</p>
Specific factors that determine Good Practice	<p>The development of the greenhouses and the hydroponics system led to a more efficient production method used on the farm which determines both the quality and the quantity. These investments not only implied a decrease in production costs but also a reduction of the environmental impact of the agricultural activity by rationalising the use of fertilisers and pesticides and reducing the impact on other natural resources such as water.</p>
Lessons learned on project development and delivery	<p>The investment is a very good example of how to increase the added value of local agri-food products and improving the overall efficiency of the farm in order to provide local consumers with fresh local high quality vegetables according to market demands and reduce the impact on environment and natural resources.</p>
Transferability	<p>This project is a good example of vertical production which enables small scale family farming enterprises to diversify their activities and improve the economic performance and stability.</p> <p>This model can be easily adapted to other sectors of activities as it is simply a way to add value to primary produce that will result in a better return on investment.</p>
Additional information	
Contact details	r. Xavier Grech Tel: +35621552849
Logo/photo/location map	 <p>The 'Logo/photo/location map' section contains three photographs. The top-left photo shows a large, long, white polytunnel structure in an open field. The top-right photo shows the interior of a hydroponic system with rows of green plants growing in a controlled environment. The bottom photo shows a close-up of a control panel for the hydroponic system, featuring a digital display and various pipes and valves. The control panel has the brand name 'ProMinent' visible on it.</p>

18 Good practices in The Netherlands

For the Netherlands the following good practices are included:


- Introduction of biomass in horticulture
- Farm Spa Nutter
- Tierelier' Child daycare on farm
- Foxheerd housing and care facility

Introduction of biomass in horticulture	
Project profile	
Good practice title	Introduction of biomass in horticulture (Marktintroductie verbranding biomassa)
Location of the project	Netherlands (Zeeland – Kapelle) NUTS3 Code/name: NL342
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 1 Improving the competitiveness of the agricultural and forestry sector (M121)
Starting & end date	Start: October 2008 End: June 2009
Duration of application process	February 2008 – October 2009 (in preparation since October 2006)
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Generation of renewable energy or energy conservation
Brief description	The company consists of a rose farm greenhouse and related shop. The rose farm greenhouse is heated with a wood-burning stove, which is a new application of the technique for horticulture. Fuel used consists of regionally produced biomass like scattered loppings or sawdust. This way use is made of cheaper, environment-friendly and CO ² reducing, sustainable, energy sources. Less trucks are needed to transport the biomass elsewhere in the country. The RDP funding was used for all components of the project.
Project costs and budget distribution	Total costs € 190 000 RD programme funding € 75 000 % EAFRD in total costs 39% Matching finance (total): € 115 000 Of which: - Private funding 100%
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> • Switched to the use of sustainable energy in production • Project is related to cost-efficient use of energy sources and thus not directly linked to job creation. However, it is estimated that 0,5 additional employment was created within the company and another 1 FTE in the region due to the usage of regional resources.
Commentary	
Need for the project	<ul style="list-style-type: none"> • Cost savings in fuel usage: while developing the project the oil and related gas price was high. The time to recover the costs on investments (due to continuous savings on the fuel usage) was then considered 3-4 years. Since the crisis the prices of natural resources dropped, lengthening the time needed to recover the costs of investment to 5-6 years (which is considered almost the maximum for this type of project for entrepreneurs). • Corporate social responsibility: to operate the company in a beneficial manner for next generations and the region.
Business Plan development (1 = excellent, 5 = very poor)	Yes, a business plan was developed. The plan focused on the financial arrangements and the calculation of cost savings after switching to environmental friendly resources. The beneficiary, being an engineer by origin, felt comfortable in drafting this plan himself (right skills in-house: 2). Therefore no external consultancy services were used and no further help was needed in this stage.
Application process	The project did not receive much help from the administrative body responsible for the contractual arrangements. Especially for this type of innovative project it is hard to figure out what regulations (for environmental licenses) apply and how to deal with these. More help in this field would have been appreciated. The process was rather lengthy and as a result the time to recover the investment costs

	has risen since the project start was delayed until the economic crisis began (with falling oil/gas prices as a result).
Context and initial conditions	The project is located in a community of 9.000 inhabitants. The region is characterised by very high employment figures and low unemployment when compared to Dutch averages. The project beneficiary considers rural areas better suited for this type of project as the community is usually less sensitive for smell and sight of burning the biomass.
Current employment conditions	The project does not have issues in attracting qualified staff for the company. The corporate social responsibility has created goodwill in the local community and the project is therefore considered as an attractive employer. Other agricultural companies in the region hire relatively more eastern European employees.
Specific factors that determine Good Practice	The project represents innovation in the horticulture sector. Besides, use is made of regionally produced wood or other natural resources for its energy provision. The investment aims at a reduction of carbondioxide emission.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Knowledge and support on the related regulations is of high importance • Find the right people and networks, otherwise the whole process may be delayed • The prices of natural resources are flexible and rather difficult to predict. This can be of major influence for this type of project. • Enthusiasm among all stakeholders is key!
Success factors	<ul style="list-style-type: none"> • As this is one of the first projects of this type there is plenty of biomass available in the surroundings • Reasonable recover time for investment (linked to price for natural resources)
Transferability	The project can be replaced elsewhere, preferably in a rural area where the population is less sensitive to smell/sight of production with biomass. There must be enough biomass available from wood-processing industry and loppings.
Additional information	
Contact details	<p>Organisation: Rozenkwekerij Otte Name: Jos and Rianne Otte Email: rozenkwekerijotte@hetnet.nl Website: www.rozenkwekerijotte.nl</p>
Logo/photo/location map	   





Farm Spa Nutter	
Project profile	
Good practice title	Boerderij Spa Nutter (Farm spa & wellness centre)
Location of the project	The Netherlands NUTS3 Code/name: Twente NL213
Timescale	2007-2013
RDP Axis/Measure	Axis 3 (M311) Diversification into non-agricultural activities
Starting & end date	Start: 1-1-2008 End: 1-8-2008
Duration of application process	13 months
Project type	<ul style="list-style-type: none"> • Farm diversification • Agri-, Green- or Cultural Tourism
Brief description	<p>Boerderij Spa in Nutter is a small scale wellnesscentre in the countryside of the Overijssel province. Customers are offered a customized treatment, including body treatments, (thermal) baths and regionally produced food. One of the distinct features of the project is the high level of cooperation sought with local/regional entrepreneurs for the supply of food, drinks etc.</p> <p>With this project the owners initiated new activities on previously agricultural space which became vacant. The family also manages a cattle farm, icecream farm and 3 lodges for customers to stay over.</p> <p>Boerderij Spa is set up as a franchiseformule, where the entrepreneur focuses on the practical matters of the company's operation. The owners of the franchise formula developed the concept and will continue to improve and innovate the natural products. This farm is the first (and pilot) project but currently plans are being developed to expand the concept to other parts of The Netherlands.</p>
Project costs and budget distribution	<p>Total costs € 409.807</p> <p>RD programme funding:€ 50.000</p> <p>% EAFRD in total costs 12.2%</p> <p>Matching finance (total):€ 359 807</p> <p>Of which: - Private funding € 309 807</p> <p>- Public funding: € 50 000</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Now the project employs 4 persons (2 FTE) • 110 customers are welcomed each month • For food & drinks and all sorts of formats cooperation with regional companies is sought <p>The number of customers is lower than projected (idea was 180/190 per month). The owner is putting in considerable effort to achieve this result.</p>
Commentary	
Need for the project	<p>The farm has been in family ownership since 1645. The three daughters of the family where however reluctant to take over and continue the agricultural activities of the farm, consisting of milk cattle farming. Besides, some five years ago, the farm and historic farm building/house needed a substantial upgrade to continue functioning. The farmer decided this would not be worthwhile if the next generation was not interested in taking over the business. The family therefore considered other options and got interested in the Spa & wellness concept after reading about the franchise formula in a local magazine. The use of natural products (from Austria) and use of local Dutch products was very appealing to the farmer and daughters in particular. Therefore the decision was taken to diversify into this activity and replace the milk cattle by breeding cattle. The icecream is also still in production. Concluding: the family opted for continuation of the family business in another way instead of upgrade of the agricultural activities. The franchise formula provided the rationale for this choice.</p>

Business Plan development (1 = excellent, 5 = very poor)	<p>A business plan was prepared with the help of external consultancy services. Before that, the project and the franchise owners took the time for two years of market research. No further support was needed.</p> <p>Support provided by the agency: 2</p> <p>Right skills in-house: ¼ (would have taken much longer)</p>
Application process	The owners assessed the applications procedure as normal.
Context and initial conditions	<p>The farm is located at the border of the village of Ootmarsum. The farm was built in its current form in 1893 and the village of Nutter is a historically interesting place overall. It is rather rural and quite: large companies are not allowed to establish in this area which is part of a 'National landscape'. The Dutch government is putting in effort and resources to promote the region for touristic purposes.</p> <p>There is no outflow of the population or high unemployment, as experienced in many other rural regions. 70-75% of working population is entrepreneur/self-employed.</p>
Current employment conditions	It is hard to say if the crisis affected the project as it opened doors right after the crisis started. Some companies in the region went bankrupt but some of these made a new start. For the project expectation is that the number of customers can only increase, instead of slowing down.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The project's set-up and franchise formula is innovative • The products offered tap new customer potential and a different type of customer than most other RDP funded projects • Use of natural products, of which many organic • Lot of cooperation with local suppliers
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Ask and use support from government and chamber of commerce, right from the start. The municipality was proud to host the first pilot project and therefore linked its name (Nutter) to the project. • Make sure the project fits the type of region and is in accordance with (zoning) plans
Success factors	<ul style="list-style-type: none"> • Lot of cooperation • Closely involved with the product design of the franchise formula owners
Transferability	The franchise formula owners are currently seeking opportunities to replicate the project on a similar location, although it will be designed to fit in with the region at hand. It is important that both farm and location are of high quality, in an open spaced environment. Of course, a welcoming attitude by the entrepreneur is a key ingredient of success.
Additional information	
Contact details	<p>BoerderijSpa Nutter Dalweg 4 7638 PB Nutter (Ootmarsum) t: 0541-294644 f: 0541-294254 www.boerderijspa.nl</p>
Logo/photo/location map	




Tierelier' Child daycare on farm	
Project profile	
Good practice title	Child day-care facility Tierelier (Kinderopvang Tierelier)
Location of the project	Netherlands NUTS3 Code/name: NL412
Timescale	Programme period: 2007-2013
RDP Axis/Measure	311 – Diversification into non-agricultural activities
Starting & end date	Start: 01-01-07 End: 01-01-09
Duration of application process	1.5 year
Project type	<ul style="list-style-type: none"> • Farm diversification • Provision community services/facilities
Brief description	Child day-care facility Tierelier exists in its current form since August 2008 when the new building was opened. It provides small-scale services for children from 12 weeks up to 12 years old and hosts both the day-care for the youngest children and the care for the older children after school/holidays on a milk cattle farm. The children are acquainted with life on a farm in an early stage to grow respect for each other, nature and animal life. This also increases their interest in agriculture and farming. Main objective however remains providing day-care.
Project costs and budget distribution	Total costs: € 974.000 RD programme funding: € 44.000 % EAFRD in total costs: 4,5% Matching finance (total): € 930.000 Of which: - Private funding € 862.500 - Public funding € 67.500 (Ministry and municipality)
Actual or projected project outputs in terms of results, outcomes and impacts	Actual: 28 persons employed (18/19 FTE) Number of children making use of the services: 24 young children and 70 for the day-care after school +long waiting list.
Commentary	
Need for the project	<p>Most urgent needs for the project initiator:</p> <ul style="list-style-type: none"> • had to find a practical solution to organise own family life • milk cattle farm could not survive financially without adding value through other activities. Due to the success of the day-care the owner is now even exploring new plans for the milk farm and they hired 1FTE for the farm in particular. <p>Other needs:</p> <ul style="list-style-type: none"> • owner wanted to improve the link between urban and rural environment by interesting children for the farm life. The surrounding of the farm is rather urban so one of the aims was also to give the children more space to play and develop. <p>Without the subsidy the project would also exist in its current form but then the search for financial resources would have been more difficult. Now the guarantee on public funding helped to attract private funding. Especially for a farmer it is quite difficult to convince banks that other possibilities (diversification) exist.</p>
Business Plan development	Consultancy services have been used to assist with the application as the right skills-in-house to undertake such planning were missing. Also the municipalities directly involved with the project have been very cooperative. For the physical construction, an architect was hired. For financial advice use was made of a professional organisation with a lot of knowledge on diversification from agriculture into other activities.
Application process	The application process was very demanding, as especially the finance and required

	licenses took a lot of time to collect. The necessary approval of the change in the zoning plan took a lot of effort and delayed the project development stage.
Context and initial conditions	<p>The farm is located in a green zone of a peri-urban environment and is close to several city centres. In total around 220.000 people live in the surroundings of the project. Around 10% of the citizens are < 12 years, which is average for the Netherlands. There was more than enough demand for children's day-care (which holds for the whole country actually) and they did not even have to advertise to attract good employees to their one of a kind project.</p> <p>According to the owner of the farm the location is 'too attractive for agricultural purposes only' and as a result they are far more successful with this project than with the milk cattle farm as such. The local government was very supportive in their plans for diversification as the project is located in a zone where one of the adjacent cities hosts a project to stimulate diversification and retain agriculture. That was a perfect match with the project's objectives (new chances for the milk cattle farm and diversifying into agriculture related day-care). The province was less enthusiastic as they were of the opinion that day-care is an urban activity and does not fit in a rural environment. It took a lot of time and effort to get approval of the change in the zoning plan.</p>
Current employment conditions	Employment in the day-care sector has increased as the number of day-care facilities in the area has grown. They still don't have any difficulty attracting qualified staff as no similar project can be found in this region.
Specific factors that determine Good Practice	<p>The project:</p> <ul style="list-style-type: none"> • connects urban and rural environment • stimulates interest of children in agriculture and nature • enables the mil cattle farm to operate and even grow • provides space (outside) for children to develop
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Check out similar project in your country to assure yourself that the idea will work • Link up with similar projects in a professional organization • Ask advice from a professional organization on financial matters, especially when diversifying from agriculture into other activities.
Success factors	<ul style="list-style-type: none"> • Be different and offer something unique! • Make use of the space available in rural area
Transferability	Yes, the project can be replicated somewhere else. They have received some interested Belgian colleagues already. This kind of project functions well in a country where child day-care is well developed and structured, and where it is common to pay for day-care of one's child.
Additional information	
Contact details	<p>Organisation: Kinderopvang Tierelier Name: Jan and Ingrid van Esch Phone: +31 (0)13-5400166 Email: welkom@kinderopvangtierelier.nl Website: www.kinderopvangtierelier.nl</p>
Logo/photo/location map	 



Foxheerd housing and care facility	
Project profile	
Good practice title	Foxheerd housing and care facility (Foxheerd women en zorg)
Location of the project	Netherlands, village of Foxhol NUTS3 Code/name: NL113
Timescale	Programme period 2007-2013
RDP Axis/Measure	Axis 3 – measure 321 (Basic services for the economy and rural population)
Starting & end date	Start: 01-06-08 / End: 01-01-09
Duration of application process	Total duration of the whole process is around 20 months, but this was mainly due to delays and discussions in local administrative bodies, who also had to provide a subsidy. The period between submission to official approval of the EAFRD subsidy lasted around 6 months.
Project type	<ul style="list-style-type: none"> • Provision community services/facilities • Skills / training
Brief description	Foxheerd has room for 12 mentally slight disabled residents, mainly inhabitants of the local community (Hoogezand-Sappemeer). Target group is young adults. They rent the two-room apartments themselves from housing corporation Lefier and are supported in running their households: preparing food, processing mail, dayplanning etc. They are also supported entering into new contacts and maintaining their contacts in a sensible way. Main objective is to have the 12 residents live as independent as possible and to have them actively participate in the community. The inhabitants of Foxhol are closely involved with the project and the Foxheerd residents work in Foxhol. This way the initiative helps to build a social network. The RDP funding was used to finance some additional physical facilities in particular.
Project costs and budget distribution	<p>Total costs: € 328.411 RD programme funding: € 65.000 % EAFRD in total costs: 19,8% Matching finance (total): € 263.411 Of which: - Private funding € 172.411 - Public funding € 91.000</p> <p>The residents now pay for the use of the apartments, common facilities and individual care with their PGB (persoonsgebonden budget). This is the Dutch allowance provided for disabled persons, which they are free to spend as they see fit for the support needed.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	Shared common room, where the residents can meet, and the construction of one (small) additional office for the professional support team.
Commentary	
Need for the project	<p>The village of Foxhol is a small community of around 1000 inhabitants. The centre of the adjacent Hoogezand Sappemeer (small city of around 30.000) is 4 km away. Foxhol is characterised by an industrial history, closed community, relatively high unemployment and somewhat weak from a social point of view. A development plan for Foxhol was designed to stimulate social and physical development including the building of a new school and multifunctional centre, the redevelopment of a site where two old apartment buildings were located and of course the Foxheerd initiative. This project reinforces the social structure of the village by bringing in new (mostly) young residents, who work and live in the local community and by providing a meeting point. One of the ideas is to have the Foxheerd residents work in the new school.</p> <p>The current residents and their parents actually initiated the idea and current form of the project. Five of the residents were previously housed in another common facility where they received support but they were up for a more independent form of living. The</p>

	<p>physical structure of this previous housing made this impossible and new apartments were thus necessary to achieve their aim. The parents gathered in an association, found some additional residents for Foxheerd and are now running the project. This is quite special for the Netherlands, where not many parent-initiated care facilities exist. Without the subsidy it would have been impossible to finance the construction of the common space, which is vital for the Foxheerd residents from a social point of view. The buildings are located in a circular form around a common courtyard, to stimulate social life of the residents and discourage social isolation. This was an essential requirement in the project development.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>The Business Plan was developed with external support. This external consultant helped designing amongst others:</p> <ul style="list-style-type: none"> • Housing plan • Financial plan • Governance plan • Care structure for residents <p>The support from the agency towards this external intermediate was rated Excellent (1). The association and housing corporation decided it was more efficient and effective to outsource the Business Planning as they expected many delays in the process when undertaking this task themselves (4).</p> <p>The association is currently seeking an independent chairman. This task is now fulfilled by one of the parents but in the process the members discovered that it would be wise to appoint an independent person to this task who is less related to the project emotionally.</p>
<p>Application process</p>	<p>The association and housing corporation are very satisfied with the result and process. To avoid problems later on they thought it was a good idea to search for external support and this proved to be the case.</p>
<p>Context and initial conditions</p>	<p>As said the local community is rather closed (inward-looking), characterised by relatively high unemployment and a socially weaker population. One of the preconditions for the Foxheerd initiative to succeed was the mutual interaction between the local community and the project residents. This way a positive outcome for the residents (new housing that is more suited to their needs) and the Foxhol inhabitants (development of their village) could be achieved.</p>
<p>Current employment conditions</p>	<p>Current employment is as follows:</p> <ul style="list-style-type: none"> • 6 hostesses (present every day to help with households) • 1 team leader (with specific expertise) • Individual counsellor for each resident <p>The project did not have any problems finding suitable employees. The contrary was the case when finding the hostesses as around tenfold the required number of women applied.</p>
<p>Specific factors that determine Good Practice</p>	<ul style="list-style-type: none"> • Foxheerd was set up as a parent initiative for their own young adults, which is very innovative in the Netherlands where very few similar set-up projects exist. Most housing for slightly disabled persons who, to a certain degree, are able to live independently is arranged through larger institutes. • Foxheerd was realized in a remarkable short period of time (1,5 year from idea to in-use) and in close relationship with the local community. • For the quick construction pre-fab apartments and other new techniques were used. The whole complex is energy efficient and built in an environmental-friendly manner. • The design of the circular complex with apartments around a common courtyard stimulates social life of the residents and discourages social isolation. • Lots of interaction with local community, housing corporation, company that provides the individual care and local associations. • Financially stable as paid for by the residents from their individual budgets (allowances received by Dutch government).


Lessons learned on project development and delivery	<ul style="list-style-type: none"> • To involve an independent chairman for the association/board as the parents are naturally closely (emotionally) involved with the project. • Learning process how to involve the residents themselves with the design and operation of the project. • Search for external support as it keeps you from unpleasant surprises and delays in project design and implementation.
Success factors	<ul style="list-style-type: none"> • Project physical design • Cooperation in partnerships • Parent initiative
Transferability	<p>A similar project could certainly be developed somewhere else. Most important precondition for such a project is the social surrounding necessary for it to operate in the local community. A village or small neighbourhood would be most suited for this type of close and mutual relationship between the project residents and the local population. From the beginning, the locals must have an open-minded and positive attitude regarding the initiative. Besides, employing locals is most convenient so one should investigate the options there.</p>
Additional information	
Contact details	<p>Vereniging (association) Foxheerd Pluvierstraat 40a, 9607 RK Foxhol Contact: Joke Mensinga JMensinga@tele2.nl</p>
Logo/photo/location map	

19 Good practices in Poland

For Poland the following good practices are included:

- Centre for Rural Initiatives in Ścinawka Górna
- Building of farm tourism centre in Wielgie Milickie
- Building of sport/recreation centre in Chmielów
- Strategy for the Lake district: integrate 9 communities

Centre for Rural Initiatives in Scinawce Gorne	
Project profile	
Good practice title	Centre for Rural Initiatives in the City of Ścinawka Górna [Centrum Inicjatyw Wiejskich w Ścinawce Górnej]
Location of the project	Poland NUTS3 Code/name: PL 517 (wałbrzyski)
Timescale	2004-2006
RDP Axis/Measure	Village renewal and the preservation and protection of cultural heritage (1307)
Starting & end date	Start: 2006-07-18 End: 2007-04-23
Duration of application process	Submission of the project: 2005-07-15 Acceptance of the project (date of formal agreement): 2006-01-16
Project type	<ul style="list-style-type: none"> • Village renewal • Farm diversification • Agri-, Green- or Cultural Tourism • Skills / training
Brief description	<p>The project is a good example of an initiative which aims at stimulating local, endogenous growth, i.e., it is a project which ease the cooperation between various rural stakeholders, in particular it helps people develop joint projects, and finally it may result in the creation of LAG (Leader+ group).</p> <p>The result of the project was the construction of the Centre for Rural Initiatives, the place where such activities are organized as, e.g., e-learning courses, support programs for local NGOs, seminars, conferences, etc. The main beneficiaries are the inhabitants of the region and the RD funding was mostly used to build the centre.</p>
Project costs and budget distribution	<p>Total costs: 992 385,89 PLN (€ 242.000)</p> <p>RD program funding: 450 000 PLN (€ 110.000)</p> <p>% EAFRD in total costs: 45,35%</p> <p>The budget have been implemented in its entirety.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>In the grant application it was aimed at employing just one person in the centre, however, nowadays six persons are working there.</p> <p>The centre is helping local NGSs, firms, and inhabitants of that region. It acts as a catalyst for local businesses, NGOs, and other local initiatives.</p> <p>The work of the centre is well known, and the centre won the third prize in the national competition for the best rural initiative in Poland (in 2009).</p>
Commentary	
Need for the project	The project is located in the region with high rural unemployment and a low geographical mobility of rural population. Therefore, the leaders of that initiative decided that the centre should be located as close as possible to rural people. The inspiration to create the centre was the possibility of obtaining EU funds to carry out the task. It is worth noting that the first plans for building the centre were formulated in 1994. Without EU funding the project would not have started. Before 2004, the date of accession of Poland to the EU, there were not any rural development programs that could help in creating such an initiative.
Business Plan development (1 = excellent, 5 = very poor)	<p>The beneficiary of that project was the local authority of the city of Radkow Klodzki.</p> <p>The right skills in-house to undertake Business Planning unsupported: 5</p> <p>Support provided for the BP process from the Agency: 3</p> <p>External consultancy services: No</p> <p>The project was prepared by the civil servants of the county of Radkow Klodzki without any external help.</p>
Application process	For the beneficiary the main difficulty in the application procedure was the high number of various attachments to the main application form. E.g., it was necessary to obtain a formal statement from the Polish Social Insurance Authority that the municipality of Radkow Klodzki

	is not in arrears in the payment of contributions to the social and health insurance. Fortunately, in the current programming period most of unnecessary attachments were withdrawn.
Context and initial conditions	It was (2006) a region with high unemployment and unproductive agriculture. The rates of registered unemployment in the recent years (e.g., 32,9% in 2004; 32,2% in 2005; 27,5% in 2006; 23,1% in 2007; and 23% in 2009) were high above the country average; it is quite surprising since the region is located in the beautiful area of the Table Mountains, so the tourism sector should play an important role in the local economy. It is not the case mainly due to the low accessibility of the region (very poor communication with Wroclaw and Warsaw). As far as the level of social capital is concerned (as well as the quality of the local governance), it should be noticed that till the second world war the region belonged to the Germany, and hence now the inhabitants of that region are mainly from the originally Polish areas in the east (now in the Ukraine), so the social bonds are relatively weak.
Current employment conditions	In the opinion of the project manager, in general, employing competent, well educated people in the area of Radkow Klodzki is difficult (they migrated to bigger cities), however, in the case of the Centre for Rural Initiatives no difficulties in finding good workers were noticed.
Specific factors that determine Good Practice	The Centre is a good example of a good practice which aims at mobilizing local potential for endogenous growth. It is important that the centre was established by the municipality of Radkow Klodzki what guarantees the long run perspective of that initiative (long term sustainability of the project, including its financial stability). It is worth noticing that the Centre pays special attention to women and young people, e.g., the centre is the local headquarter of the association of rural housewives; also, as far as the young people are concerned, in the Centre the internet café is located as well as the centre for distance learning.
Lessons learned on project development and delivery	The main lesson learned is that even in the region poor in social capital such an initiative is possible to undertake. Its success was possible due to the support of the municipality of Radkow Klodzki what proves that the active local authorities are key factors in promoting such projects.
Success factors	<ol style="list-style-type: none"> 1. The support of the municipality of the Radkow Klodzki; 2. Competent people engaged in the initial phase of the project.
Transferability	The project is transferable. The core idea behind the centre was to create a place where various local initiatives can be supported; the centre can be treated as a catalyst for local initiatives.
Additional information	
Contact details	<p>Organisation: The Municipality of Radkow Klodzki</p> <p>Name: Mrs Agnieszka Cyron</p> <p>Phone: + 48 74 87 33 343</p> <p>Email: a.cyron@radkowklodzki.pl</p> <p>Website: www.radkowklodzki.pl</p>
Logo/photo/location map	<p>The centre:</p> 

Building of farm tourism centre in Wielgie Milickie	
Project profile	
Good practice title	Building of farm tourism centre in the city of Wielgie Milickie [Utworzenie centrum agroturystycznego Dolina Baryczy w miejscowości Wielgie Milickie]
Location of the project	Poland NUTS3 Code/name: PL 518 (Wrocławski)
Timescale	2004-2006
RDP Axis/Measure	Village renewal and the preservation and protection of cultural heritage (1307)
Starting & end date	Start: 2007-09-10 End: 2008-06-10
Duration of application process	Submission date: 2005-04-29 Acceptance date: 2007-05-04
Project type	<ul style="list-style-type: none"> • Farm diversification • Agri-, Green- or Cultural Tourism
Brief description	The tourism sector can play an important role in the economy of that region. The centre serves as a catalyst in promoting agro tourism. The main beneficiary is the municipality of Milicz and the final beneficiaries are people willing to create some touristic establishments as well as the tourists visiting the area. The RD funding was used for the construction of the centre.
Project costs and budget distribution	Total costs: 383 953 PLN (€ 94.000) RD programme funding: 200 984 PLN (€ 49.000) % EAFRD in total costs: 52,3%
Actual or projected project outputs in terms of results, outcomes and impacts	<p>The project was established to achieve the following objectives:</p> <p>Main goal of the project: Enhancing the attractiveness of tourism in the region;</p> <p>Additional objectives - raising the standard of living and working in the village, increasing the attractiveness for investment.</p> <p>The Centre become a place where visitors to the Valley of Barycz can stop, rest, sleep or eat bread baked with the traditional method in the original bread oven (see the picture at the end of the fiche).</p> <p>Additional objectives were also achieved because the centre is a meeting place for residents of the village and neighbouring town of Wielgie Milickie and is the perfect location for organizing the training courses.</p>
Commentary	
Need for the project	In the county of Milicz the unemployment rate in 2005 , the year when the project here described was submitted, was above 20%; consequently, the aim of local authorities was to revitalize its rural areas and to make people more active. In the opinion of the project leader, without EU funding the project would not have started. Before 2004, the date of accession of Poland to the EU, there were not any rural development programs that could help in creating such an initiative.
Business Plan development (1 = excellent, 5 = very poor)	<p>The business plan was prepared by an external consulting company. If we agree that the "application procedure" contains also of such elements as the application for payment and obtaining reimbursement for costs incurred, it is these elements proved to be most difficult for the community of Milicz in the opinion of project manager.</p> <p>The right skills in-house to undertake Business Planning unsupported: 3 Support provided for the BP process from the Agency: 3</p>
Application process	Municipality Milicz did not encounter any factors that would significantly impede

	<p>implementation of the project, the delay in submitting an application for payment was only due to the need of resigning contracts with suppliers. However, this did not influence significantly the project schedule and it is hard to call it a factor affecting performance.</p>
Context and initial conditions	<p>Wielgie Milickie village is nestled amid the forests of Barycz Valley, a small proportion of the population is living from agriculture, many people commute to Milicz Krośnice, the neighbouring municipality. Implementing the project "Building of the ..." did not directly affected the situation on the labor market. However, the increase of tourist attractiveness, and thus the greater number of tourists visiting the village, can be a positive factor for making some people more willing to diversify their farm activities. Unfortunately, there are problems with the accessibility of the region (no good and fast connections with big, neighbouring cities, e.g., Wrocław and Poznań).</p>
Current employment conditions	<p>The project leader does not have any problems in recruiting the staff for the centre. As in other rural places of the region an important characteristic of the labor market is the migration of young people to bigger cities, here the towns of Wrocław and Poznań. One of the aim of this project is to reduce the phenomenon of migration from rural to urban areas.</p>
Specific factors that determine Good Practice	<p>As in the case of the majority of good practices in rural development in Poland, the beneficiary is the local municipality. That fact contributes to the stability of the project and it puts the project within the framework of other initiatives undertaken by the county of Milicz. The centre substantially helps local agro tourism establishments handling tourist traffic in this region. What is interesting in that good practice is that it tries to promote the region which is relatively not widely known for its tourist attractiveness; in that sense that good practice makes that region a tourist highlight for the inhabitants of such cities as Wrocław and Poznań. From the data we have it is difficult to assess whether women and young people serve as important groups of beneficiaries of the project (the owners of tourist establishments in the region), however, what we know is that the centre helps in recreating strong social bonds in the area.</p>
Lessons learned on project development and delivery	<p>In the words of the project manager: "Acquisition of EU funds is an interesting experience in itself, the work is done often under considerable time pressure but "practicing" of the entire application process gave us the know-how of how to prepare applications for programs now offered within the framework of the rural policy in the current programming period (2007-2013)". She adds also: "This project teaches self-denial, perseverance, faith in attaining the targets even if at the very beginning we obtained the information about a lack of funds to carry out a scheduled task". It means that EU funded project contribute to the modernisation not only of rural areas but also of the administration (here of the town of Milicz) engaged in applying for funds.</p>
Success factors	<p>An important success factor is a strong commitment of the staff realising the project. As we observed during the talks with these people they are really strongly motivated to make this project a success. Also the project met the needs of people engaged in agro tourism as well as tourists visiting the region.</p>
Transferability	<p>The idea of the project can be easily transferred elsewhere, since the promotion of agro tourism should be an important element of every good strategy of rural development. Also now in Poland we are noticing a strong positive trend both in number of agro touristic establishments as well as in the popularity of this form of relaxation among the residents of big cities. Thus in many places in Poland such initiatives as the one here described are needed.</p>
Additional information	
Contact details	<p>Organisation: Municipality of Milicz Name: Mrs. Eliza Piotrowska Phone: + 48 71 38 31 164 Email: e.piotrowska@milicz.pl Website: www.milicz.pl</p>

Logo/photo/location map


Traditional bread oven inside the centre:



Building of sport/recreation centre in Chmielów	
Project profile	
Good practice title	Building of sport/recreation centre in Chmielów [Budowa centrum rekreacji i sportu we wsi Chmielów]
Location of the project	Poland NUTS3 Code/name: PL331 (Kielecki)
Timescale	2004-2006
RDP Axis/Measure	Village renewal and the preservation and protection of cultural heritage (1307)
Starting & end date	Start: 2005-07-20 End: 2006-09-25
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Agri-, Green- or Cultural Tourism • Provision community services/facilities
Brief description	<p>The project aimed to meet the social and cultural needs of local population. Activities completed (financed from the RD funds):</p> <ol style="list-style-type: none"> 1. Preparation of lawns and planting of trees and shrubs; 2. Implementation of the lighting installation; 3. Implementation of the sidewalks and parking places; 4. Building of a playground for children. 5. Building of a multifunctional sporting field with a fence. <p>The project was realized by the city of Bodzechow; final beneficiaries are the inhabitants of the village of Chmielow.</p>
Project costs and budget distribution	<p>Total costs: 725 979 PLN (€ 177.000) RD programme funding: 450 000 PLN (€ 110.000) % EAFRD in total costs: 62%</p> <p>The budget was realized as it was put down in the business plan. An important source of the matching finance was the own resources money of the county of Bodzechow.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>The principal products of the project were described above. It is an important project for the inhabitants of that village because before its implementation there were not any places like the one here presented. Unfortunately, we do not have quantitative data on the number of people using that object, however, we claim that that is a substantial number (relatively to the number of people living in Chmielow which is app. 920).</p>
Commentary	
Need for the project	<p>The project was realized within the framework of the village renewal. The small village of Chmielow before the realization of the project had not have had any place where people from the village can come and spend together their free time. Without EU funding the project would not have started.</p>
Business Plan development (1 = excellent, 5 = very poor)	<p>The business plan and the application form were prepared by the staff of the county of Bodzechow without any external help.</p> <p>Support provided for the BP process from the Agency: 5</p> <p>The right skills in-house to undertake Business Planning unsupported: 5</p>
Application process	<p>In the opinion of people engaged in the application process the procedure was simple. These people appreciate the help they received form paying Agency and other public institutions responsible for implementing RD programs.</p>
Context and initial conditions	<p>The village of Chmielow is located in the proximity of the city of Ostrowiec Swietorzyski (75 000 inhabitants), therefore many people from Chmielow commute to Ostrowiec for work; it means that the local labor market depends entirely on the situation in Ostrowiec. One could say that the development of Chmielow is externally driven (i.e., by the development of Ostrowiec). Also the social infrastructure in Chmielow was very poor (e.g., no playground for children). It is worth noticing here that the initiative to develop the project here described came from the inhabitants of Chmielow who</p>

	persuaded the authorities of the county of Bodzechow to undertake that project.
Current employment conditions	The level of unemployment in the region is high (19,9% in 2009, high above the average for Poland), and the leaders of the project claim that they do not have any special problems in recruiting the appropriate staff.
Specific factors that determine Good Practice	This is an interesting example of how to make a small, unknown village, a nice place to live (here by building a local recreation/sport centre). As we have recently noticed in the public debate on cohesion in Poland, many claims that in the case of small villages/cities near some bigger cities only exogenous development approach suffices, however, we claim that it is not enough, because it is hard to supply local communities with the public goods from the outside. The project here is aimed at young people as also young families having small children.
Lessons learned on project development and delivery	The project is the spontaneous initiative of the local population. The success of the initiatives proves that what matters is a good cooperation between various stakeholders in rural development undertakings; here between local initiative group, the formal authorities of the county of Bodzechow and the paying agency. The essence of the success is also the professionalism of the people realizing the project. As they told, they used the simple approach: first identifying the problem, next thinking how the problem can be solved, and finally implementing the right solution.
Success factors	1. Activity of local population (initiators of the project). 2. Professionalism on the side of formal beneficiary (county of Bodzechow). 3. A strong local demand for such an initiative.
Transferability	The project can be transferred to other places in Poland. The common knowledge is that in Polish villages there are not such places as playgrounds for children, etc. That is why RD should be used to help in construction of such a object. Also, the typical budget of such a project does not have to be of high amount of money, it means that with the use of relatively small funds projects important to local population can be achieved.
Additional information	
Contact details	Organisation: Municipality of Bodzechow Name: Mrs. Teresa Przysucha Phone: + 48 41 265 38 38 Email: tp@ugb.pl Website: www.bodzechow.eu
Logo/photo/location map	

Strategy for Lake District: integrate 9 communities	
Project profile	
Good practice title	Strategy for the Lake District - the integration of 9 rural communities [Strategia dla Pojezierza - zintegrowanie obszarów wiejskich dziewięciu gmin z południa województwa zachodniopomorskiego]
Location of the project	Poland NUTS3 Code/name: PL 423 (Stargardzki)
Timescale	2004-2006
RDP Axis/Measure	Sustainable rural development (Pilot Leader Program)
Starting & end date	Start: 31.08.2005 End: 30.03.2006
Duration of application process	255 days
Project type	Leader type project; the aim of the initiative was to prepare the establishment of a local action group (including the preparation of local development strategy, etc.)
Brief description	The project was realised within the framework of the Pilot Leader Program; it helped in the establishment of local action group and the preparation of the local integrated strategy for rural development. The beneficiary of the project was the municipality of Barlinek and the LAG was created within the boundaries of nine counties, i.e., Barlinek, Boleszkowice, Dębno, Myślibórz, Nowogródek Pomorski, Krzęcin, Pełczyce, Lipiany and Przelevice.
Project costs and budget distribution	Total costs: 139 700 PLN RD programme funding: 132 763 PLN % EAFRD in total costs: 95% Matching finance (total): 6 937 PLN Of which: - Public funding: 6 937 PLN (from the own resources of the county of Barlinek)
Actual or projected project outputs in terms of results, outcomes and impacts	The main aim of the project was the promotion of the Leader approach, e.g., printing of leaflets, constructing a web site, training courses, workshops, etc. Finally, the main outcome was the creation of LAG which is now one of the best in Poland. The project was the typical initiative helping in capacity building of the LAG during its initial state of development.
Commentary	
Need for the project	The area where the project was implemented is localised 75 km south from the metropolitan city of Szczecin. The region of Myślibórz is rich in tourist highlights, including two landscape parks, many forest areas and lakes. Before the implementation of the project here described, there had not been an integrated strategy for development of that region. Without EU funding the project would not have started. Before 2004, the date of accession of Poland to the EU, there were not any rural development programs that could help in creating such an initiative – a typical bottom-up approach for rural development.
Business Plan development (1 = excellent, 5 = very poor)	The beneficiary of the project was the city of Barlinek. The business plan was prepared without external consultancy, however, the Agency helped in its preparation. Also, the assistance of workers of The Polish Rural Forum (Forum for the Animation of Rural Areas - FAOW) was important. Support provided for the BP process from the Agency – 5 The right skills in-house to undertake Business Planning unsupported – 3
Application process	In the opinion of the beneficiary the application process was time consuming and difficult; the most important problems were the following ones: <ul style="list-style-type: none"> - too complex, complicated and bureaucratic clearance procedures - too limited list of eligible costs - changes in the rules of implementation during the realisation of the project - lack of clarity and precision of the rules for the implementation of the Pilot Leader Program (including accounting principles)

Context and initial conditions	The leader of the project was the county of Barlinek that tried to stimulate the endogenous and integrated approach for rural development. The local authorities were conscious that the region has a strong potential for the development of tourism but what was lacking was activity of the local stakeholders (both business firms and civic society). Also, the local infrastructure was an important barrier in making the region a tourist highlight of the Szczecinskie region. Developing alternative workplaces, e.g., in touristic sector, is very important in that region where the unemployment rate is high above the country average (16% in 2009 compared to 11,9 in Poland as a whole).
Current employment conditions	The project manager does not mention any problems in recruiting the staff. The project was realised mainly by the civil servants of the municipality of Barlinek.
Specific factors that determine Good Practice	The project itself is an example of an innovative approach for rural development (no Leader type initiatives in Poland before 2004; the standard Leader+ program was launched in 2007). The bottom-up approach is an important feature of this good practice. Another feature of the project is the collaborative character of the project (initiative of three sectors – public, private, and civil society). Also a strong long term sustainability of the project assured by the county of Barlinek should be mentioned.
Lessons learned on project development and delivery	In the opinion of the project manager the most important lesson learned on project development is the awareness of the role of collaboration of various actors (here: the city of Barlinek, local civil society entities and local business). Also strong, sometimes informal relations with organizations such as of The Polish Rural Forum were crucial in the preparatory phase of the project. Last but not least, a strong perseverance of people engaged in the project was very important for its success.
Success factors	<ul style="list-style-type: none"> • the type of beneficiary (city of Barlinek), which gives the financial stability for the project • collaborative approach with good incentive structure (the success of the project was in the interest of all participating parties) • the context and the area where the project was implemented (beautiful natural environment which can be 'transformed' into a tourist highlight for people from Szczecin)
Transferability	The idea of the project and its main aspects (bottom-up and collaborative approach) can be easily transferable elsewhere. Also, we think that these kind of projects form an ideal framework for capacity building of future LAGs.
Additional information	
Contact details	<p>Organisation: Stowarzyszenie "Lider Pojezierza"</p> <p>Name: Mrs. Małgorzata Piekutowska</p> <p>Phone: +48 691466 626</p> <p>Email: dyrektor@liderpojezierza.pl</p> <p>Website: http://www.liderpojezierza.pl/</p>
Logo/photo/location map	

20 Good practices in Portugal


For Portugal the following good practices are included:

- Ecolignum – Madeiras Nobres de Vinhais
- Bonduelle – AgroIndústria, S.A.
- Diversification of the production chain


Ecolignum – Madeiras Nobres de Vinhais	
Project profile	
Project title	Ecolignum – Madeiras Nobres de Vinhais
Location of the project	Vinhais industrial area. Northern region, Portugal. NUTS3: PT118
Timescale	2000 – 2006 programming period
RDP axis measure	AGRO 3.5 agro forest, commercial use and transformation of wooden material
Start/end Date	2004 - 2008
Duration of application process	1 year more or less
Project type	<ul style="list-style-type: none"> • Generation of renewable energy or energy conservation • Improvements in forest territory management
Brief description	The project is part of a bigger one. The territory is characterised by many little forest properties, belonging to the local administrations. The area has a total extension of 36000 hectares. The project promotes the integrated management of the forest area in order to increase the profitability of its forest species. This global management is applied by considering the specific needs and characteristics of every local territory included in the area, so that it is possible to invest in the most suitable tree culture. This is what guarantees the quality of the cultures, the monitoring of the trees and high quality woods. Furthermore, with this forest treatment it is possible to obtain a good cut of trees which guarantees the production of a forest biomass: to use the forest debris to produce energy. This means that it is possible to create an integrated circuit and provide the municipality, the schools and hospitals with hot water. Furthermore, with a complete forest management it is possible to implement a hunt activity management (this will take some time).
Project costs and budget distribution	Total budget – 1.225.829,60€ Public funding: 500.000€ Other funding: 485.829,60€ Private funding: 240.000€
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • 50 partners: 37 districts, 10 private investors (carpenters and lumbermen), the Vinhais Municipality, the Terra Fria Trasmontana Forest Association and the Braganza technical college • 3 people hired
Commentary	
Need for the project	The project was principally needed to find an alternative with respect to the strong individual sense of land possession, which goes against the common interest. To implement a common management of the lands and an integrated forest management has a great importance for the future of the area. The function of the project is also to make the citizens aware of the opportunities which are linked to sustainable development. A longer term perspective is needed.
Business Plan development	They had the internal capacity to prepare the business plan, so that they did not need any help neither from the paying agency nor from any external service.
Application process	The administrative burden was not heavy, everything was clear and there were no administrative problems.
Context and initial conditions	Area characterised by an extremely fractioned model of forest management. The population has been decreasing in the last decade and is relatively old. There is a high unemployment rate, which also affects young people. In the economic activity there are important vulnerabilities and constraints, both in terms of productivity and creation of socio-economic dynamics capable of giving opportunities to young people of working age and arresting their exodus from the area. The population is not highly skilled and there is not a correct match between labour supply and demand.
Current employment	The project promoted a sustainable development model, where the biomass was the core

conditions	production. This kind of renewable energy, with respect to other kinds, is labour intensive, and can give many employment opportunities to local people.
Specific factors that determine Good Practice	Promotion of an integrated model of forest management which is based on renewable energies and is self sufficient.
Lessons learned on project development and delivery	It is very difficult to change people's mind and to go beyond the individual interests in favour of the common interest.
Success factors	<ul style="list-style-type: none"> • Implementation of an integrated territorial management model, which is highly transferable and sustainable. • Promotion of employment through the enhancement of labour intense sustainable energies.
Transferability	The model of integrated management could be applied to many other contexts.
Additional information	
Contact details	<p>Nuno Costa Gomes II, S.A. Ed. Sta. Clara - Rua das Freiras n.º5 5320-326 Vinhais, Portugal tel.: (+351) 273 770 270 fax: (+351) 273 770 271 nuno@moneris.pt www.moneris.pt</p>
Logo/photo/location map	 <p>The image consists of two parts. The top part is a photograph of a group of approximately 20 people standing in a line in front of a construction site. A banner above them reads 'Ecolignum - MADEIRA E ENERGIA DE VINHAIS, Lda' and 'Colocação da 1ª Pedra' with the date '22 Outubro de 2012'. The bottom part is a map of Portugal with a yellow highlight on the northern region of Trás-os-Montes and Alto Douro, specifically around the town of Vinhais. A magnifying glass effect is used to show a more detailed map of this region, including labels for various municipalities like Vila Real, Vila Verde, and Vila Franca do Campo.</p>

Bonduelle – AgroIndústria, S.A.	
Project profile	
Project title	Bonduelle – AgroIndústria, S.A.
Location of the project	Industrial area of Quinta do Mocho / Várzea / Santarém Council Alentejo, Portugal NUTS 3: PT185
Timescale	2000 – 2006 programming period
RDP axis measure	Programa AGRO
Start/end Date	2001-2004
Duration of application process	2 years and a half
Project type	<ul style="list-style-type: none"> • Food processing • Collaboration in the food supply chain
Brief description	Creation of an innovative production line of frozen grilled vegetables, which increased the processing and production capacity.
Project costs and budget distribution	Total cost: 2.500.000€, of which 31% was financed by Portuguese and EU public funds. The 69% was financed by the company.
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • The installed production and processing capacity passed from 17.000 tons/year to 23.500 tons/year • The economic activity increased • The line was finished in 2004, and two years later it was fully used (100%). This good result stimulated the creation of another production line in 2008. <p>Considering the project contribution to the improvement of regional agricultural production, the Supply Unit in vegetables is ensured:</p> <ul style="list-style-type: none"> - through raw materials originated almost exclusively in the region; - by 210 contracts amounting to 1900 ha, which ensure the supply of about 32,000 tons of vegetables per year.
Commentary	
Need for the project	To cover a commercial need of products which were already sold, but not produced, by the company. The internalization represented a business opportunity with respect to the import of the raw material from other countries.
Business Plan development	The different commercial divisions prepared their specific sales forecasts. In order to prepare the business plan, the company was supported by an external consultant, who also helped them to prepare the certifications of expenditures. The company did not receive support by the agencies, which are not proactive at all.
Application process	The application process was really heavy and full of bureaucratic constraints. This aspect has been worsening during the last years. There are more and more constrains to production, especially in the EU funding context.
Context and initial conditions	The area has a good agricultural potential. Its economic and employment context is not particularly suffering of isolation, thanks to the geographical proximity to Lisbon. The presence of several local farmers was a good condition to invest on the production of high quality vegetables. The company was already working and producing in the area, so that it was relatively simple to expand the business and the cooperation with local farmers.
Current employment conditions	The creation of the new line has given employment opportunities to 33 people in a 6 months period, and has employed 8 people (full-time). The labour force in the region is not particularly low-skilled, but the labour supply does not always match with the labour demand, especially when very specialised profiles are required.
Specific factors that determine Good Practice	Innovative process which had very positive results: products of better quality with respect to the ones which were already in the market, and with competitive prices.
Lessons learned on project development and	The positive result of the project derived from a detailed analysis and research on the market and business conditions. This helped to identify the strengths and weaknesses and

delivery	to develop a project which was totally adapted to the local needs.
Success factors	Internalization of a production activity, which has contributed to give employment to local farmers and has reduced the dependence on vegetable imports.
Transferability	The project has a good transferability potential, even if it always depends on the conditions of the market. Without good quality raw material and competitive costs, it would be impossible to reproduce the project with similar results.
Additional information	
Contact details	António Manso Tel 351 243 359 070 Fax 351 243 359 079 Bonduelle (Portugal) - Agroindústria, S.A. Zona Industrial de Santarém 2005 - 002 Várzea STR
Logo/photo/location map	

Diversification of the production chain	
Project profile	
Good practice title	DEROVO – Improvement and diversification of the production chain
Location of the project	Pombal, Distrito de Leiria, Pinhal Litoral subregion Central Region, Portugal NUTS 3: PT163
Timescale	2000 – 2006 programming period
RDP axis measure	Programa AGRO – measure nº 2
Start/end Date	2002/2006
Duration of application process	09/2002 (approval)
Project type	<ul style="list-style-type: none"> • Food processing • Production diversification
Brief description	<p>Derovo is a firm which processes eggs in several forms, and sells them mainly to the industrial sector. Thanks to “Programa AGRO”, cofinanced by the EAGGF, Derovo had the possibility to implement three projects to enhance its production capacity and increase its benefits. The three projects consisted in:</p> <p>Project 1: Technological and productive restructuring, aiming to improve the quality of the products and the dimension of the productive capacity of the firm. The investment consisted in the installation of a third pasteurization chain (machine composed of a divider, pasteurization line and filler, with a capacity of 3000 litres / hour) and the construction of an annex building for storage of miscellaneous material.</p> <p>Project 2: diversification of the production chain, through the installation of a boiled egg production line.</p> <p>Project 3: the main intervention consisted in the installation of packaging equipment. All the machinery which was installed thanks to the project was very advanced from a technological point of view, permitting the firm to produce high level an competitive alimentary goods.</p>
Project costs and budget distribution	<ul style="list-style-type: none"> • Total investment: 1.595.993,63 (project 1), 436.515,85€ (project 2), 246.935,56 (project 3) • EAGGF (through Programa AGRO): 670.317,32 (project 1), 183.336,66€ (project 2), 74.080,67 (project 3) • DEROVO's private funding: 925.676,31 (project 1), 253.179,19€ (project 2), 166.854,89 (project 3)
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • With project 1, the company's capacity grew from 9000 t /year to 15 000 t / year, which is about 66% • With projects 1 and 3, about 10 new jobs were created • With project 2, 3 full-time job and 1 part-time job were created • Indirect positive effects in terms of employment generation were noticed also in other areas of the firm. Before the implementation of the three projects, its total staff amounted to 80 people; after the projects, almost 100 people were working in Derovo • The three projects gave Derovo the possibility to enhance its production and quality level and to enter the Spanish and French market in a competitive way • The diversification of the production chain, through the production of boiled eggs, permitted Derovo to enlarge the types of customers. If before Derovo mainly sold its products to the industrial sector, this new type of product started to be sold directly to consumers as well, allowing the firm to receive higher benefits and margins.
Commentary	
Need for the project	<p>Derovo needed to enhance and improve its production in order to become competitive in the market. It was the only firm in Portugal processing eggs, but a number of similar firms were already operating in Spain and represented a menace for its development.</p> <p>The production improvement and the diversification both in the products and in the</p>

	<p>typology of clients were the central issues to guarantee a real growth opportunity to the firm. Its economic growth was a direct consequence of the implementation of the three projects.</p> <p>The need for the projects grew along their realisation. Project 1 implied an important increase in the production volume and this growth stimulated the firm to differentiate its production with Project 2. Project 3 was strongly needed because, with increased production, also the packaging capacity needed to be augmented.</p>
Business Plan development	The Business Plan was developed with the help of an external consultancy.
Application process	N.A.
Context and initial conditions	Before the development of the projects, the firm was suffering the strong competition of the Spanish firms, which had a higher production capacity and dimension.
Current employment conditions	<p>Most employees working in Derovo come from the municipal territory, so that the projects generated positive effects on the local employment conditions.</p> <p>The total number of people working in Derovo increased from 80 to 100, mainly because of the growth opportunity deriving from the projects.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • the high level of innovation • the important enlargement of the production capacity • the transferability of the project
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • A project can be a consequence of another project, generating a virtuous chain which can contribute in a substantial way to the growth of a firm, its competitiveness and its dimensions. • It is very important to have a stable customers base, because through the analysis of their needs it is possible to reorientate or to differentiate production and sell them more kinds of goods. This stimulates the creation of employment in a sustainable way: if your clients are "waiting" for your new products, there is a very low level of risk about the success or the volume of sales. • The contribution of the EAGGF has been crucial. Without these funds, the firm could have developed the project only by buying second hand machinery, with consequential maintenance costs and lower quality levels. High quality and technology are the key aspects of the success of Derovo products.
Success factors	<ul style="list-style-type: none"> • Good position in the market • The project helped the firm to innovate • Creation of job opportunities • Use of advanced technology which permitted to produce elementary goods with higher quality standards and longer expiration dates. This allows to sell the products fairer and prevents the firm from scandals linked to bad quality of the products.
Transferability	<ul style="list-style-type: none"> • The project is highly transferable; Derovo already applied its model to a plant that is opening in Spain. • The diversification model and the customer-based production models can be transferred to any production sector, not only of elementary goods.
Additional information	
Contact details	<p>Derovo Group</p> <p>www.derovo.com</p>
Logo/photo/location map	

21 Good practices in Romania

For Romania the following good practices are included:

- Vegetable farm modernization
- Animal farm modernization
- Poultry farm modernization

Vegetable farm modernization	
Project profile	
Project title	Vegetable farm modernization SC GEO&COSTI AGROSTAR SRL in Șindrilița-Găneasa village, Ilfov county
Location of the project	Bucharest – Ilfov, Romania NUTS3 Code/name: RO322
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis I Improving the competitiveness of agriculture and forestry / 121 Measure - Modernization of agricultural farms
Starting & end date	Start: 28-11-2008 End: 24-12-2009
Duration of application process	7 months
Tipul proiectului Project type	Improvements in agricultural practices.
Brief description	<p>GEO & COSTI AGROSTAR was established on 24-08-1998 according to Law 31/1990, with the main activity "Agriculture", according to the Classification of Activities in National Economy (CAEN) code 0161. The funded activity is a secondary activity "Grain growth (excluding rice), vegetables and plant " - CAEN code - 0111. Company shares are owned by a Roma young woman under 40 years, Preda Denisa Geanina who represents the company. Arable land area used by the company is 652.11 ha and it's managed according to lease contracts for a period of five years from the owners of the radius of the village GANEASA, a village whose population is predominantly ethnic Roma. The land is rented from the local population.</p> <p>For this activity, the company has a mechanization station composed by: grain storage, warehouse and equipment for agricultural machinery amortized , because the purchase was made primarily during 2001-2002.</p> <p>With this project GEO & COSTI AGROSTAR propose the modernization of the agricultural holdings, buying new and efficient agricultural machinery, to ensure the conditions for optimum productivity, the lower direct costs of production, the work quality and their performance in optimal culture and vegetation. The project expands the fleet of agricultural machinery with :</p> <ul style="list-style-type: none"> • combine harvester adapter kit for the header of sunflower straw, • rapeseed harvested adapter, • tractor 250 hp, • one plow with 6 furrows, • 2 tractors (105 hp) equipped with narrow wheels, • straw seeder - Packer equipped, • sowing weeding eight rows with integrated transport trolley car, • chemical fertilizer spreaders, • dump trailer, • tipper trailer with loading screens, • hammer mill machine. <p>The project aims at meeting environmental requirements, i.e. to reduce the emissions of cars, to reduce fuel consumption of machinery, lubricants, supplies, leading to the rational use of energy resources.</p>
Project costs and budget distribution	<p>The project costs a total of 617,009 EUR (2,239,127 lei), the eligible amount is 520,427 EUR (1,888,633 lei) and the non eligible amount is 96 582 EUR (350 494 lei).</p> <p>EAFRD grant is 286.235 Euro (1,038,748 lei), representing 55% of total eligible value.</p> <p>Equipment purchased in the prevailing value of the project worth 488 928 EUR (1,774,320 lei). For the funding of the remaining 45% private funding was used, obtained via bank loan.</p>

<p>Actual or projected outputs in terms of results, outcomes and impacts</p>	<ul style="list-style-type: none"> • By implementing the project, the company proposed and made better use of production factors. • Implementing modern technologies has led to increasing competitiveness and compliance with EU production standards. By purchasing a spreading fertilizers machine the practices of the company will meet EU standards for "water protection against pollution caused by nitrates resulted from agricultural sources". • After project implementation, the agricultural works will be executed in accordance with the highest and best technologies, leading to lower production losses. Also by reducing the production costs, economic profitability will increase, and costs of production decrease by lower fuel consumption. Also, the company will adapt to environmental standards, veterinary, sanitary and phytosanitary EU (EC Regulations nr14/2000/93/465/CE, Directive 2003/30 EC 91/676 / EEC). • In the beginning of the project's implementation, the company's human resources consisted of 11 employees with 9 people for execution. At the end of the project implementation, the employees' number was increased. • Market supply is provided by suppliers of Ilfov and Bucharest providers of fuel, oils, seeds, pesticides, fertilizers and machinery spare parts. • Market with maximum profitability is achieved through direct distribution channels, delivering products directly to customers without intermediaries, resulting in a higher selling price. • Thus the current turnover will increase since it is expected over the next five years to a cereal production of 8978.60 tonnes. According to economic forecasting, production value will increase from 2.103.997 lei on first year, until 2.108,250 lei on the 5'th year.
<p>Commentary</p>	
<p>Need for the project</p>	<p>The investment is necessary given the poor existing equipment of the beneficiary and machinery wear.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>Regarding the business plan, some difficulties appeared in the five-year economical forecast of the evolution of exchange rate and prices of acquisition and sale of products.</p> <p>In assessing the scale of 1-5, the project received note 3.</p> <p>GEO & COSTI AGROSTAR used consulting services to prepare the application form, the business plan, the economical prognosis, and for project management. This broadened the technical base of the company for rapid communication of knowledge and training to prepare a project.</p>
<p>Application process</p>	<p>Financing application form and administrative and technical documents requested by this form were submitted to the County Office for Rural Development Ilfov on 28/11/2008.</p> <p>After the compliance date, the Ilfov County Office's experts started the verification of the financial and technical eligibility (5 days). The verification was made on the basis of the documents received from the applicant and as a result of a visit on the spot (5 days). The project was considered eligible, and the experts proceed for the evaluation of selection criteria (2 days).</p> <p>The evaluation was completed in 27/01/2009, and was followed by the national selection process, and the contract was concluded on 11/06/2009.</p> <p>So, 7 months passed since the Financing application form's compliance until the contract was signed. According to the applicant, the application procedure is acceptable regarding time and procedure.</p>
<p>Context and initial conditions</p>	<p>The project is located in Ganeasa village, a village with a strong Roma community considered as a large work force. This project can develop professional training of the Roma, who will aspire to work for GEO & COSTI AGROSTAR.</p>
<p>Current employment conditions</p>	<p>In Ganeasa village there's a large, untrained, unemployed workforce, and the project manager (Preda Denisa) aims at a target group which consists of women for secretarial work and accounting and young men for agricultural work (with the new machinery purchased).</p>
<p>Specific factors that determine Good</p>	<p>The project is an example of good agricultural practice considering buying a machine for spreading fertilizers to meet the environmental regulations regarding water nitrite pollution</p>

Practice	<p>and soil. Also, buying a hammer mill will bring important revenues from product sales to third parties.</p> <p>Project' sustainability includes a financial stability, a contribution to capital and environmental impact.</p>
Lessons learned on project development and delivery	<p>SC GEO COSTI Agrostar also received a SAPARD grant. Following completion of the SAPARD project the beneficiary has applied for EAFRD financing, gaining experience in European financing and implementation process and project management. The two projects received significant support from PARDF staff. Before this experience the company had no knowledge of accessing European funds. Still, trainings are necessary in agricultural management and marketing for its business development. These trainings could be acquired through courses provided also by European programs.</p>
Success factors	<p>Compliance with all provisions of Applicant Guide and the instructions given by PARDF staff.</p>
Transferability	<p>The project has relevance and it's a good example for other EURoma communities involved in agricultural activities.</p>
Additional information	
Contact details	<p>Organization: GEO&COSTI AGROSTAR Name: Preda Denisa Geanina Phone: + 40 748 378 844</p> <p>Managing Authority: Regional Centre for Rural Development 8 Bucharest-Ilfov Name: Mr. DOBRICA Gheorghita Phone: +40 213110616, +40 213118232 Email: crpdrp8ilfov@apdrp.ro; ojpdrp.ilfov @ apdrp.ro Website: www.apdrp.ro</p>
Logo/ photo/ location map	 <p>The 'Logo/ photo/ location map' section contains three photographs. The top photo shows a red tractor pulling a green trailer through a field of tall, golden-brown crops under a cloudy sky. The middle photo shows a red tractor and a green harrow parked on a dirt area in front of a red-roofed farm building. The bottom photo shows a green combine harvester working in a field of green crops under a blue sky with scattered clouds.</p>

Animal farm modernization	
Project profile	
Good practice title	Animal farm modernization of S.C. Teletext S.R.L. Slobozia, Ialomita county, Sos. Nordului no 6, 8400.
Location of the project	South Muntenia, Romania, Sos. Amara, nr 36, Slobozia, Jud. Ialomita NUTS3 Code/name: RO 31
Timescale	Programme period: 2007-2013
RDP Axis/Measure	121 – Modernization of agricultural farms
Starting & end date	Start: 12-2009 End: 09-2012
Duration of application process	10 months. The funding was applied for in the very beginning of 2009 (Jan.-Feb.). In December 2009 the contract was signed.
Project type	<ul style="list-style-type: none"> • Food processing • Farm diversification
Brief description	The project is about the modernisation of an existing farm, consisting of two new stables, of 380 cows each. Milking and related activities will integrate new technologies. There will be new technologies introduced for the first time for producing and using energy from alternative resources (solar panels for hot water and photovoltaic panels for illumination).
Project costs and budget distribution	Total costs: 3,000,000 Euro RD programme funding: 1,500,000 Euro % EAFRD in total costs: 50% Matching finance (total): 1,500,000 Euro Of which: - Private funding: 1,500,000 Euro - Public funding: 0.00 Euro
Actual or projected project outputs in terms of results, outcomes and impacts	Results/outcomes/impacts, such as: <ul style="list-style-type: none"> • 2 new jobs created • milking instead of traditional milking process • more milk will be produced after the completion of the project. • a 10,000 cubic m/s lacuna for dejections which will be used for fertilizing land • training will take place on the site for both new employees and existing ones, since most of the farm will be modernized with new technologies • two stables of 100 cows each will be turned into two stables of 380 cows each. • energy produced and used from alternative sources (photovoltaic panel for illumination and solar panel for hot water)
Commentary	
Need for the project	Further farm modernization. The farmers have already had the dairy factory and they needed raw material. Therefore they applied for subsidy, to provide for the purchasing of this material and the farm production.
Business Plan development	The project duration is foreseen for 12 months, with a total cost of 3,000,000 Euro. The business plan for this project was developed and presented to the authorities together with the application form and the other documents required under the application procedure. For the preparation of the business plan, the applicant used the help of a consultant, who they are working with for already several years. Thus it was not difficult to prepare the plan and the application form.
Application process	According to the applicant, the duration of the application process is absolutely acceptable.
Context and initial conditions	The farm is an integrated activity with a local dairy factory. The farm is a small distance away from the dairy factory, outside the town. The farm has its own cottages where the employees live, due to the fact that they are not able to afford homes for themselves. We can't say if the governance arrangements are supportive or weak, since we face the same problems throughout the country, not only in this part of the country. The

	<p>respondent outlined as a problem the fact that in all parts of the country the farmers, when hiring workers, have to provide for the living of them and their families, i.e. houses/ accommodation, etc. What they have to do is taking the whole worker's family and arranging their living, providing housing and work for all members of the family.</p>
Current employment conditions	<p>The level of training of employees is very low, and usually there are problems with fluctuation of personnel in the farm. There is no possibility to choose personnel with higher level of qualification.</p> <p>The specialist chef has a high qualification and was rather hard to find.</p> <p>With the new milking process we face the need for qualified employees to manage it. The project intends to give both men and women the same chances to upgrade the level of knowledge, but there are usually more men who are willing to work at a farm. There will be training for those working with the new technologies. Although the employees' average age is not high, there is a low interest for young people to work on farms in general terms.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The farm is an integrated activity with a dairy factory. • Activity on the farm includes land, cereals growing for animal feed. There is a high level of control of the quality and quantity of animal feed. • The milk provided for the factory represents an important source for high quality raw material in dairy production, and also for final product on the market. • The factory is well known in the region for the quality of the products and for keeping traditional recipes. • The new technologies on the farm will determine higher productivity rate, good environmental impacts, higher contribution to social capital in the area.
Lessons learned on project development and delivery	<ul style="list-style-type: none"> • Being the 4th project developed, it provided the idea of what a funded project means in development and implementation. Anyway, there will be a need for high level of reporting and financial accountability. • The project will probably have higher costs than initially anticipated, and is better to have some reserves.
Success factors	<ul style="list-style-type: none"> • The most important success factor is probably the experience with the other 3 other projects and the experience on staff involved in managing the project. • Other success factor is the overall good financial situation of the company which was able to gain capital for projects in an unpredictable economic context, strongly influenced by the financial crisis. • Another success factor is having experience in construction sites and having good professional support.
Transferability	<p>The project has immense scope for knowledge transfer in relation to the promotion of a local food economy. The development and modernisation of the farm in a high quality production of raw milk, with good professionals can be demonstrated. It shows how to maintain the supply chain for the dairy factory in the forthcoming years in such a way that we are not having so many problems with fluctuation of raw milk</p>
Additional information	
Contact details	<p>Organisation: SC TELETEXT SRL Name: Ms. Pupezescu Phone: +40 245220763 Email: sapard3targoviste@apdrp.ro; Website: www.apdrp.ro</p>
Logo/photo/location map	

Poultry farm modernization	
Project profile	
Good practice title	Sc Sagem Srl Poultry farm modernization
Location of the project	North East Romania: Gara Rosiesti Village, Rosiesti commune, Vaslui County NUTS3 Code/name: RO216 / C 121020813900034
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Measure 121 – farm modernisation
Starting & end date	Start: 22-09-2008 End: 09-2009
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems by using new technologies • Food processing
Brief description	The project aims at the setting up a modern poultry-breeding farm. Technological equipments will be procured and production halls will be modernised, in order to comply with the European standards in the field. Also, an ecological water treatment plant for the domestic waste waters and those for washing the halls after depopulation will be set up. The non-toxic waste (poultry waste) will be collected and stored on concrete platforms. These measures aim at meeting the environmental and sanitary – veterinary European standards: water protection against pollution with agricultural nitrite (Directive 91/676/CEE), the pollution-integrated control – reduction of air water and soil emission as well as controlling the wastes (Directive 96/61/CEE).
Project costs and budget distribution	Total costs: 7.312.000 lei (2.000.000 Euro) RD programme funding: 3.656.000 lei (1.000.000 Euro) % EAFRD in total costs: 50% Matching finance (total): 3.656.000 lei Of which: - Private funding 3.656.000 lei - Public funding 0
Actual or projected project outputs in terms of results, outcomes and impacts	Results / outcomes / impacts, such as: <ul style="list-style-type: none"> • 26 new jobs created • 8 buildings refurbished • Increase in business turnover or volume of production – Estimated output 420.000 broiler chicken / series – 6 series per year • Production for slaughtering 399.000 heads / series • Total incomes from the exploitations 2.394.000 lei • Following the investment, the profit will reach in the first year 1.853.591 lei amounting up to 1.980.039 lei in the fifth year.
Commentary	
Need for the project	The main purpose of the project was the insurance of a complete circuit of the product. SC Sagem SRL had already owned a slaughter house, a successful investment that determined the involvement of the society in rehabilitation of poultry farms – completing the input elements of the technological flux.
Business Plan development	At the time of project submission 4 out of 12 halls have been modernized from own funds and the other 8 were not modernized. The 4 modernized halls are endowed with modern equipments for meat poultry breeding. The related modernizations were executed in the period from the farm's purchase until 2007. Some necessary rehabilitation works were carried out on the structure part on the coating sector and some other works remained to be executed in the current project: plaster, coatings, poly-urethanic foam protection. The other 8 halls are to be entirely modernized through the project as presently they are inadequate to be operated: inadequate asbestos-cement plates, roof thermal insulation is damaged, damaged plastering and cracked, joinery system is damaged. The investment was officially completed in September 2009, the project's targets being accomplished. The standards implemented through the projects were the same for other


	<p>investments in the field, these not being regarded as new/a particular case in the field. At present, the beneficiary is under monitoring period of 5 years.</p> <p>Having in view the above mentioned the investment is considered to be necessary and opportune.</p>
Application process	<p>SC SAGEM SRL has used the support of a consultancy company for the preparation of the technical documentation of the project. The application procedure as a whole, is not considered complicated according to the respondent.</p>
Context and initial conditions	<p>The company Safir SRL purchased the poultry meat breeding farm in 2002 based on the fact that already had a poultry slaughter house with a capacity of 2000 t/year at that date. Two halls within the farm, having minimum arrangements, and which had already been used for poultry breeding until the date of selling, were populated. In the meantime the activity of SC Safir SRL Valeni focused on the modernization of the poultry slaughter by two projects started on SAPARD Programme of a total eligible amount of 2 million euro and a slaughtering capacity of about 16.000 t/year.</p>
Current employment conditions	<p>According to the applicant 26 persons were hired in the production sector thanks to the implementation of the project. The contribution of the current project could therefore be evaluated as important regarding encouragement of the employment in the region.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Creating additional employment in a rural region • Compliance with EU standards
Lessons learned on project development and delivery	<p>The management of the financing project was ensured by a specialized consultancy company which acted as coordinator between PARDF as implementing and payment body on one hand and the beneficiary SC SAGEM SRL on the other hand. There were no major obstacles in the project's implementation.</p>
Success factors	<p>Taking into account the fluctuation in time of the Euros exchange rate as compared with the national currency (Leu), as well as the value of the construction materials on the market, the project was rapidly implemented, which led to the risk's reduction with respect to the possible depreciation of the project's initially estimated value.</p>
Transferability	<p>The project may be implemented in other regions and can act as a possible model to follow. However, it should be outlined that the investment related to the project was proceeded by the modernization of an existing hall, and in this context, part of the technical solution details are specific to this project.</p>
Additional information	
Contact details	<p>Organisation: SC SAGEM SRL</p> <p>Name:</p> <ul style="list-style-type: none"> - Mr. Mihăileasa Radu – Deputy Director PRCRDF 1, Iasi - Project manager: Mr. Safir George – Manager of SC SAGEM SRL <p>Phone: +40 232262 696; +40 751036036 +40235 306034</p> <p>Email: sapard1iasi@apdrp.ro ; contact@safir.ro</p> <p>Website: www.apdrp.ro</p>
Logo/photo/location map	

22 Good practices in Slovak Republic

For Slovak Republic the following good practices are included:

- Sustainable forest management
- Construction of agro-tourism ‘Sunny farm’
- Continuing modernization of Kolarovo mill





Sustainable forest management	
Project profile	
Good practice title	Sustainable forest management In Slovak: Ozdravné opatrenia v lesoch spoločnosti Lesy mesta Levoča, spol. s r.o.
Location of the project	Slovak Republic NUTS3 Code/name: SK041Presov region
Timescale	Programme period: 2004-2006
RDP Axis/Measure	Priority: Support of sustainable development of rural areas (Priority no.2) Measure: Sustainable development of forest economy and development (Measure no. 01) Sub-measure: Public investments – non-profit investments (Sub-measure no. 2)
Starting & end date	Start: 01/08/2004 End: 31/07/2007
Duration of application process	5 months
Project type	<ul style="list-style-type: none"> Other - improve the ecological and social values of forests
Brief description	The goal is elimination of the consequences of exposure to harmful factors (emissions) and to ensure the rehabilitation and development of forest plantations on glades, which emerged from exposure to harmful factors.
Project costs and budget distribution	Total costs: 746 331 € RD programme funding: 559 300 € % EAFRD in total costs: 75% Matching finance (total): 187 031 € Of which: - Private funding 37 884 € - Public funding 149 147 €
Actual or projected project outputs in terms of results, outcomes and impacts	At the time of the project have been carried out these activities: <ul style="list-style-type: none"> planting trees – area 90,33 hectares (We changed the species composition of forests) cleaning and preparation for forest planting – area 59,24 hectares protection of young forest stands against weeds – area 1 226,38 hectares protection of young forest stands against the forest wildlife through a fence - area 3,87 kilometers chemical protection of young forest stands against the forest wildlife– area 1 265,31 hectares regulation of the density of the young forest stands – area 219,53 hectares Two forest roads were renovated in length of 2.41 km and 2.1 km. During the project were employed an average 43 seasonal workers to work in the forests.
Commentary	
Need for the project	Forest health was weakened and there was damage to forest health from harmful air pollution. The health status of the forest was very negative. Trees in the forest died, creating glades. The company had to ensure reforestation glades, change the structure of forest tree species and take care for a new young forest. The company had to reconstruct two forest roads to provide access to damaged areas of the forests.
Business Plan development (1 = excellent, 5 = very poor)	- Support provided for the BP process from the Agency (5) - The right skills in-house to undertake Business Planning unsupported (5) The consultancy services were used at the time of the preparation of the business plan and at the time of carrying out checks by the Paying agency.
Application process	The administrative process was difficult, it was time consuming and moiling. The time elapsed between the drafting of administrative documents to the conclusion of the contract was very long, lasting ten months. The company has implemented the project and did not know whether the contract with the Paying agency would be signed.

Context and initial conditions	<p>The company manages in the agricultural area. Our experienced managers and staff are there to help in realisation of the project. There is a lack of working capacity of the rural population. The company has expanded cooperation with the tradesmen who carry out activities in the cultivation of forest.</p> <p>District Levoca is one of the less industrially developed regions in the Presov region. Population is commuting to large cities or working in agriculture. The district of Levoca has 31,880 residents. They live in 33 municipalities including 10 municipalities till 199 inhabitants, 11 municipalities from 200 to 499 inhabitants, 9 municipalities from 500 to 999 inhabitants and 2 municipalities from 2000 to 4999 inhabitants.</p>
Current employment conditions	<p>Employees are drawn from a distance of about 30 km. The recruitment was not an issue. Forest workers were employed in seasonal jobs, about 8 months in the number of about 43 people. They were predominantly women (80%) and employees did not have the extra qualification.</p>
Specific factors that determine Good Practice	<p>Much of the coniferous forests in Slovakia are in poor health. It is necessary to change the species composition of forests. Profits from timber sales do not cover the costs of production forest. Project was about the establishment of forest plantations, which are resistant to the impact of air pollution. The share of beech, mountain maple, larch, fir and pine has increased which has a positive impact on biodiversity and ecological stability of forests.</p>
Lessons learned on project development and delivery	<p>The key lessons for a capital project of this magnitude are to prepare a thorough and detailed business plan and not to underestimate the considerable time and commitment that has to be devoted to project management. It is necessary to study new information from Paying agency and strictly follow the rules.</p>
Success factors	<p>The most important success factors on project development are cooperation with the consultation services and keeping the project on schedule.</p>
Transferability	<p>The case study is the model of how to grow a forest that is threatened by air pollution. It can assist senior staff in forestry enterprises in planning and implementation of civil cultural works, and the disclosure and use of forest workers in rural areas.</p>
Additional information	
Contact details	<p>Organisation: Lesy mesta Levoča, spol. s r.o. Name: Ing. Ján Tancár Phone: 053/4699741 Email: lesy@lml.sk Website: www.lml.sk</p>
Logo/photo/location map	 <p>The 'Logo/photo/location map' section contains three photographs. The top row consists of two side-by-side images: the left one shows a gravel forest road winding through tall, thin trees under a clear blue sky; the right one shows a similar gravel road curving through a forest with sunlight filtering through the canopy. Below these two is a larger, wider photograph of a grassy field with scattered tree stumps and a line of trees in the background under an overcast sky.</p>




Construction of agro-tourism 'Sunny farm'	
Project profile	
Good practice title	Farmstead "Slničný majer" Stebnicka Huta
Location of the project	Stebnicka Huta, SK 041 Prešovský kraj NUTS 3 Slovak Republic,
Timescale	Programme period: 2000-2006
RDP Axis/Measure	2232009
Starting & end date	The funding was applied in 2004 /13. 8. 2004/. Construction commenced in 10.4.2005 and work completed and Farm Yard opened in 9.2.2007.
Duration of application process	9 months
Project type	<ul style="list-style-type: none"> • Farm diversification • Agri-Tourism, Green-Tourism. Cultural Tourism
Brief description	<p>The main objectives of the project: Improve economic opportunities and social conditions of rural populations in Stebnicka Huta and vicinity / Stebník, Zborov/:</p> <ul style="list-style-type: none"> - created new jobs, - created capacity for leisure, - ensured high level of services provided. <p>The objectives were achieved by the construction of agro-tourism accommodation facilities, including health, environment and rehabilitation facilities serving the development of tourist activities. Specifically, the pension and chalet served this purpose.</p> <p>RD funding was used for building material and service suppliers that were connected to the construction. The main beneficiaries were self-employed farmers and subsequently visitors and clients from Slovakia and from abroad as well.</p>
Project costs and budget distribution	<p>Total costs: 39,362,000,- Skk / 984.234€</p> <p>RD programme funding: 19,681,000,- Skk/ 492.117€</p> <p>% EAFRD in total costs: 50%</p> <p>Matching finance (total): 39,362,00,- Skk / 984234€/</p> <p>Of which: - Private funding: 19,681,000,- Skk / 492117€/</p> <p>- Public funding: 19,861,000,- Skk / 492117€/</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Outputs of the project:</p> <ul style="list-style-type: none"> • thanks to the project, there were 12 new job positions created (receptionist, chambermaids, maids, cook, waiters, horse handler, manager), • Increase in business turnover: 2,133,000 ,- Skk (in 2007) compared to 2006, before project. • We have established a close cooperation and informal partnerships with domestic (6) and foreign breeders of horses (1). • Through the project two new buildings (pension, chalet) were constructed by local contractors and tradesmen have been employed for the building works and associated drainage, fencing and landscaping. For the construction modern ecological materials and modern technologies were used . • In our pension there are regularly organized various training and educational activities mainly focused on rural development aimed at the local government, farmers, foresters, horse breeders etc. (organized by the National Rural Development Network and other non-profit organizations in cooperation with us) and other different theme-based trainings, seminars, conferences and workshops for public administration, private businesses, doctors , students, etc. • Average number of visitor facilities, agro-tourism is cca 2000 (housed) and cca 3000 (without accommodation) a year . Types of clients: businesses, children, students, athletes, tourists etc.
Commentary	

<p>Need for the project</p>	<p>Slečný majer is an agricultural and tourist facility, which is situated in Stebnicka Huta village, located 13 km from Bardejov. The hotel offers all-year accommodation in double rooms, suites, family houses as well as hostel-type accommodation.</p> <p>The hotel restaurant offers high-quality domestic specialties as well as a hall for organizing social events, family celebrations or holidays. The stylish Shepherd's hut on the other hand offers an opportunity for organizing feasts.</p> <p>If you want to relax you can use a modern Wellness centre, or do variety of leisure activities in the hotel surrounding area.</p> <p>The Conference hall with the capacity of 80 seats enables to hold company presentations, trainings, seminars or various conferences.</p> <p>Slečný majer offers peace and rest, which will help you to get rid of every-day stress and experience Slovak countryside.</p> <p>With the diversification of agricultural activities significant development in the area of tourism and agro tourism has been achieved. Without financial support from the RD the project would not have been realized in a similar way. The character of the project and its ecological focus contribute to the sustainable development which meets the specific characteristics of the program and its priorities.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>Consultant services have been used at the time of preparations of the business plan and support provided for the BP process from the Agency was much needed, useful and significant. The staffs in regional offices of the Paying Agency in the Prešov region were assisting in the preparation as much as possible (1 excellent).</p> <p>Useful would have been support from project managers directly from the agency or ministry, who are familiar with the methodology of writing projects and BP.</p>
<p>Application process</p>	<p>Administrative process linked to our application was very demanding in terms of the administration that the Ministry of Agriculture demanded and difficulties to obtain all attachment for the application.</p>
<p>Context and initial conditions</p>	<p>Important factors that significantly affected the project was a very poor state of local roads, challenging natural terrain, as well as a considerable distance from the project locality to larger cities, where supplied building materials were located, which also affected financial burden of the building works.</p>
<p>Current employment conditions</p>	<p>Our project created 12 jobs for local unemployed people. Current employees demonstrate satisfactory skills in the positions they hold. New recruitment for jobs is possible in 2011.</p> <p>In the region, where the project is situated the unemployment rate is currently high, so we expect strong interest in the offered positions.</p>
<p>Specific factors that determine Good Practice</p>	<ul style="list-style-type: none"> • The construction project amounts to a major investment of public and private funds. The level of risk has been reduced because we have managed to build a device reputation service provider of quality, we have permanent base clients and strive to improve and expand services. Finances for the development have been secured on the basis of a detailed business plan. • This is an innovative project to link the traditional hunting interior and exterior design with modern design elements, traditional and modern materials and eco-technologies. • In our work we cooperate with domestic and foreign breeders of horses, which are together participating in various events, so you have the opportunity to exchange experiences. • The main person responsible for the preparatory and implementation phase of the project has been a female entrepreneur.
<p>Lessons learned on project development and delivery</p>	<p>External project managers with long experience responsible for various parts - financial and analytical, who knew well conditions of the project, took part In preparing a business plan. Preparing a business plan also prepared us for the implementation phase. The business plan worked with ideal conditions. However, other unexpected factors were revealed during implementation, for example related to the complexity of natural terrain, which could not be predicted. Additional funding was required to what was originally</p>

	<p>anticipated and the project management costs rose. For a project of this magnitude preparations and a thorough and detailed business plan were necessary as well as not to underestimate the considerable time and commitment that had to be devoted to project management.</p>
Success factors	<ul style="list-style-type: none"> • Years of experience in agriculture • Experience in operation and work in agrotourism • Geographically advantageous location • Increased interest of people in this type of tourism
Transferability	<p>The project has many elements that are capable of transfer. The project has its immense scope of knowledge transfer in relation to the promotion of agro-tourism even in very difficult natural conditions. Critical to the success of any tourism related to the project is location. But our experience has shown that it is possible to successfully implement the idea even in a not very familiar place. Important in this case proved promotion of quality aimed at the adequate target group.</p>
Additional information	
Contact details	<p>Organisation: Slnecný Majer Name: Jozefína Knapíková Phone: + 421 (0)54 47 98 934 + 421 (0)54 47 98 986 Email: slnecnymajer@slnecnymajer.sk Website: http://www.slnecnymajer.sk/</p>
Logo/photo/location map	   

Continuing modernisation of Kolarovo Mill	
Project profile	
Good practice title	Continuing modernisation of Kolarovo Mill. In Slovak: Pokračujúca modernizácia mlyna Kolárovo
Location of the project	Slovak Republic NUTS3 Code/name:Nitra region / Kolárovo SK023
Timescale	Programme period: 2000-2006
RDP Axis/Measure	Sectoral Operational Programme – Agriculture and Rural Development Priority 1 – Support of productive agriculture Measure 1.2 – Improving the processing and marketing of agricultural products
Starting & end date	Start: 01-06-2005 End: 03-07-2006
Duration of application process	3 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Food processing • Food marketing
Brief description	<p>The project evolved during implementation and represents the second phase of a series of five successful projects from the Structural Operational Programme in both of the 2000-2006 and 2007-2013 timeframe. The main objective was to build a state-of-the-art grain storage and processing plant in the heart of an excellent grain producing area, having the capability to be competitive in the consolidating European milling market, and produce healthy, clean and safe products.</p> <p>The RD funds were mainly used for: increased grain storage capacity, increased and improved grinding capacity and packaging technology and special transportation vehicles. The main beneficiaries of the complete project are a network of grain producers who are able to market their products locally, bakeries who are able to find high quality raw materials locally, and local people, who are able to find jobs in their region.</p>
Project costs and budget distribution	<p>Total costs: 6 605 025 EUR RD programme funding: 3 302 504 EUR % EAFRD in total costs: 50% Matching finance (total): 3 302 521 EUR Of which: - Private funding 3 302 521 EUR - Public funding 0 EUR</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Together with our first RD project, the actual outputs included the following:</p> <ul style="list-style-type: none"> -6 new jobs created (projected and actual) -new storage capacity of 8x5000 tones with advanced cooling and temperature monitoring system (projected and actual) -new production facility built with improved working conditions, increased product quality, environmentally friendly technologies, increased level of hygiene, grinding capacity 240 t/day (projected and actual) - new fully automatized small packing and bagging and palettizing line (projected and actual) - four new special trucks for product transportation (projected and actual) -increase in volume of production (together with our first project) between 2003 and 2006 by cca. 40%. (actual) -change of added value generation per employee by 57% (projected) -change of production capacity per employee (effectiveness) from cca 1800t/year/employee to cca 3000 t/year/employee (projected)
Commentary	
Need for the project	Vitaflora was a rather small sized flour mill located in South Slovakia – in the middle of a

	<p>great grain producing region. The owner, Tibor Varga, realized that in order to keep the competitiveness in the consolidating milling market and to address raw material price fluctuations, demand for clean, safe, high quality products with increased added value, a large scale, state-of-the-art milling plant would have to be developed in Kolarovo. This idea resulted in a series of five RD projects, step by step increasing the total grain storage capacity, modernizing the processing plant the truck fleet and the laboratory.</p> <p>Due to the rapid changes of the market and to the limited capital access of the company the development without the RD Programme would have had a much lower chance to succeed or no success at all.</p> <p>The result is a highly automated production plant with improved working conditions, product quality and hygiene standards. The large grain storage bins allow a good control of the incoming raw material costs and management of quality, the new milling lines provide diversified and tailored special products according to the needs of the market and the own truck fleet allows flexible delivery of the products to the customers.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>The most significant point that helped Vitaflora to build its vision was to have the possibility to visit similar businesses in other EU member states, that have already experienced similar market changes. These trips (which were not organized by the Agency or the EU) helped to develop a vision. To prepare the business plan an external consultancy service was used.</p> <p>Support from the Paying Agency was rather weak (4).</p>
<p>Application process</p>	<p>The application process in case of this project was rather fast and was supported by the Agency. A more difficult point was to manage and report the modifications which were resulted as the project was evolving during the implementation phase.</p>
<p>Context and initial conditions</p>	<p>Kolarovo is located in an agricultural part of the country, where agricultural production is dominating and entrepreneurship is rather limited. Advanced infrastructure and high value generating services are also missing which makes Kolarovo a rather remote location. Governance arrangements are not so supportive to address these issues, which makes young people move out of the region.</p>
<p>Current employment conditions</p>	<p>Unemployment rate in South Slovakia is structurally above the national average, so there are no serious difficulties with staff recruitment. More difficult is to find employees speaking foreign languages, who are open to new technologies, are willing to learn and are responsible.</p>
<p>Specific factors that determine Good Practice</p>	<ul style="list-style-type: none"> • Long time cooperation with the local farmers in sense of storage services ensures the company good access to raw material and also supports long term sustainability. • New grinding technology increases product safety, hygiene and quality which increases competitiveness. • Modern technologies help to reduce supply and operating costs.
<p>Lessons learned on project development and delivery</p>	<p>A key lesson for a project like this could be to have a very strong vision on the long term, an extremely good understanding of the whole market, including raw materials, competition, new trends and good experience in project managements.</p> <p>A very important point for us was to realize that technological knowledge to develop and operate the plant is of key importance. To be able to get this relevant knowledge, language skills had to be developed for a number of employees, which provided access to knowledge, support and networking.</p>
<p>Success factors</p>	<ul style="list-style-type: none"> • Strong long time vision of the business. • Reliable trade partners and financial institutions that support the development of the business. • Highly motivated employees supportive for changes and new ideas in the company. • To be able to discover new possibilities early on time, and to be able to estimate the size of the business capable to address these new trends.
<p>Transferability</p>	<p>Development of grain mills can be highly capable of transfer, as there are several examples also in the EU. Key factors might include good access to raw materials (both in quality and quantity) and good access to target customers (taking into consideration</p>

	demographical factors, infrastructure, market analysis) and also relevant technological knowledge.
Additional information	
Contact details	<p>Organisation: Vitaflora – Ing. Tibor Varga Name: Levente Varga Phone: +421 35 770 14 71 Email: vitaflora@vitaflora.sk Website: www.vitaflora.sk</p>
Photo/logo	 <p>The 'Photo/logo' section contains three images. The top image shows a row of approximately 15 white trucks with yellow accents parked in front of a large industrial facility featuring several tall, cylindrical silos and a multi-story building with red and yellow accents. The middle image is an aerial view of the same facility, showing the silos, the main building, and a parking lot with several trucks. The bottom image shows the interior of a large industrial hall with a high ceiling and wooden floor, featuring a long row of white and green processing machines.</p>

23 Good practices in Slovenia

For Slovenia the following good practices are included:


- Greenhouses for orchids
- Installation rooftop solar power plant on organic farm
- Eco story "Vrečkica"

Greenhouses for orchids	
Project profile	
Good practice title	Purchase and installation of greenhouses and corresponding equipment for growing and sale of orchids. In Slovenian: Nakup in postavitev rastlinjakov in pripadajoče opreme za vzgojo orhidej
Location of the project	Slovenia NUTS3 Code/name: SI011
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 1: M121 Modernisation of agricultural holdings
Starting & end date	Start: February 2008 End: January 2009
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Expansion of production facilities
Brief description	Main objective was to enlarge the surface of production facilities which would make the whole production more energy efficient thus lowering the environmental impact and cost of production. Bigger amounts of plants per year also enabled us to reach bigger buyers.
Project costs and budget distribution	Total costs: 3.197.993,00 € (without VAT) RD programme funding: 1.000.000 € % EAFRD in total costs: 31,72 % Matching finance (total): 2.197.993,00 € Of which: - Private funding: 2.197.993,00 € - Public funding: none
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Expansion created 15 new full-time jobs. • Turnover has more than doubled. • Production has increased from half a million to 1.2 million flowering pot plants. • Company gained more clients locally and abroad. • Production regularly serves as a training place for students of Horticultural and Agricultural schools and universities. • Amount of energy needed to produce individual plant decreased for 15%.
Commentary	
Need for the project	<p>The idea of expansion came from both directors who established the first 1,6 hectares of production in 2005. The need for bigger production and larger weekly amounts of flowering orchid plants was strongly supported by the availability of Geothermal heat from the existing well. It was predicted that efficiency of the heating system would be greatly improved by additional greenhouse surface thus lowering the cost of additional energy needed. This lowered the cost price and made the company's core business of selling flowering orchid pot plants more feasible in the long term.</p> <p>Larger amount of plants produced per week directly influenced the sales where more clients were attracted. They were easily served and kept throughout the year, because enlarged production diminished holes in supply in the peak season between October and May.</p> <p>The investment created 15 new jobs which are very important in the rural area of Prekmurje which is traditionally agricultural, but relies heavily on yearly subsidies to keep the land farmed.</p> <p>The most important aspect of the project is the fact that over 85 % of all needed energy is derived from geothermal source and thus renewable. This is a remarkable achievement compared to current European greenhouse production which is based on fossil fuels.</p> <p>Through expansion Ocean Orchid was able to further develop its technology in efficient usage of this heat source and has created a patentable cascade heating system that could</p>

	be used as an example in the industry of geothermal energy based greenhouse production around the world.
Business Plan development (1 = excellent, 5 = very poor)	Business plan was prepared with the help of outsourced accountancy department and no additional consultancy service. It served as the basis for all discussions with banks, paying agency and other parties involved. Agency provided excellent support (1) and information and in-house business planners were able to undergo all procedures accurately and in the designated time frame. Planners would encounter some problems (3) if Agency wouldn't offer support
Application process	Administrative process is lengthy and demanding. Understanding of the idea presented has to be well described for officials but there are several useless chapters in the applications that are more or less irrelevant. Main problem is that this application serves all aspects of agricultural improvements and is therefore very broadly formulated. Future programmes should be specifically focused toward horticulture or agriculture or livestock industry. Another drawback of the process is the time needed from the start of the funding programme to the point of positive or negative answer from the officials.
Context and initial conditions	Area of Prekmurje is the most underdeveloped area in Slovenia with an unemployment rate of over 15%. It has been traditionally agricultural throughout the past century with classical lack of young motivated farmers or any other entrepreneurs. It was however recently connected with highway which upgraded the logistical connectivity to the capital and beyond borders.
Current employment conditions	Employees are drawn from a radius of 40 kilometers. There have been no serious difficulties with staff recruitment. Horticultural production benefits from local labour market which still has feeling for plants or so called 'green fingers'. Among the total of 29 people employed there are 10 female and 19 male employees. Average age is around 33 years and the company therefore attracts mostly young people.
Specific factors that determine Good Practice	The main feature of the project is its use of renewable source of energy for heating the production greenhouse. Innovative way of using the hot water from the well is a result of a 5 years long process of planning and constructing the most efficient way of heat extraction and its distribution to where it's needed inside the greenhouse at every moment. Waste management is a very important aspect that further demonstrates the will and effort the company invests in sustainability and ecological awareness. These ideas are disseminated to the people that visit the company's recent addition – show room for visitors.
Lessons learned on project development and delivery	When the company made the decision to candidate for the funds (almost three years after the start of production) it was already well educated in its business – Orchid growing and selling and situation of greenhouse horticulture in Europe. This enabled the people preparing the application to present a concise document that obviously stood out and attracted the officials. Company lacked this insight at its beginnings in early 2005 when it submitted the first application and was therefore unsuccessful. This is obviously also true for all other start up businesses with little or no provable and/or relevant experience. This kind of situation would require much stronger support from the education officers or any other kind of individual help.
Success factors	<ul style="list-style-type: none"> • Dedicated and highly motivated crew of leading managers and technicians employed in the existing company prior to the application • Understanding of the local community that supported the project
Transferability	This project has high potential to be replicated elsewhere – wherever geothermal energy is available.
Additional information	
Contact details	<p>Organisation: Ocean Orchids d.o.o. (Ltd.)</p> <p>Dobrovnik 297</p> <p>9223 Dobrovnik</p> <p>Slovenia</p> <p>Name: Roman Ferencak</p>


	Phone: +386 (0)2 5737305 Email: info@oceanorchids.si Website: www.oceanorchids.si
Logo/photo/location map	 Ocean Orchids

Installing rooftop solar power plant on organic farm	
Project profile	
Good practice title	Installation of a rooftop solar power plant on the organic farm Košir. In Slovenian: Postavitev sončne elektrarne na strehi ekološke kmetije Košir
Location of the project	Slovenia NUTS3 Code/name: SI021 Osrednjeslovenska
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 3: Quality of life in the countryside and diversification or rural economy Measure: 311 Diversification into non-agricultural activities
Starting & end date	Start: May 2008 End: December 2008
Duration of application process	4 months
Project type	<ul style="list-style-type: none"> • Farm diversification • Generation of renewable energy or energy conservation
Brief description	<p>Organic farm Košir is engaged in beef production with suckler cows, which ensures high quality products.</p> <p>Additional source of income on the farm stems from complementary activities, i.e. small-scale processing of wood into wood in chips and photovoltaic electricity generation.</p> <p>The Košir family currently owns the biggest on-farm solar power plant. Their project was awarded best project related to the use of renewable energy sources by the newspaper Finance together with the Ministry of Environment.</p> <p>Photovoltaic modules cover 462 m² of the south-western roof part of the housing and commercial premises. They produce enough energy for 23 households. All produced energy is sold to an electricity system.</p> <p>The project significantly contributes to the reduction of greenhouse gas emissions.</p>
Project costs and budget distribution	<p>Total costs: EUR 411,564.00</p> <p>RD programme funding: EUR 171,484.75</p> <p>% EAFRD in total costs: 31.25 %</p> <p>Matching finance (total):</p> <p>Of which: - Private funding EUR 240,079.00</p> <p>- Public funding EUR 0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Status of qualified producers of electricity from the sun • Obtain additional sources of income • New employee • All produced energy is sold to an electricity system. • Power plant capacity: 67,2 kWp • Annual production: 74 MW hours of electricity
Commentary	
Need for the project	<p>The farm's activity is beef production with suckler cows, which ensures high quality products. The farm is also engaged in the RDP measure organic farming. Since the production volume is limited, they have no difficulty selling their products – meat of young fattening bovine. By introducing on-farm supplementary activity (generation of electricity from renewable sources - solar) the farm will gain an additional source of income, as in the case of the supplementary activity of wood chips production.</p> <p>If there were no EAFRD co-financing, the project would not have been carried out.</p>
Business Plan development (1 = excellent, 5 = very poor)	<p>Support provided for the BP process from the Agency? (3)</p> <p>The right skills in-house to undertake Business Planning unsupported? (4)</p> <p>The preparation of the business plan was outsourced.</p>
Application process	The application process was very complex. However, with the help of those who prepared the

	<p>business plan the application process was completed without any particular difficulties.</p> <p>Duration of the application process: 4 months</p>
Context and initial conditions	The farm is situated in mountain areas and has already been engaged in generation of energy from renewable sources, i.e. wood chips and firewood for own needs and for sale. The farm is also heated with a modern wood biomass boiler. The use of solar energy presents an upgrade of the existing on-farm utilisation of renewable sources.
Current employment conditions	This is a family farm and only employs family members.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The biggest on-farm solar power plant; • The project was awarded best project related to the use of renewable energy sources by newspaper Finance together with the Ministry of Environment; • The project significantly contributes to the reduction of greenhouse gas emissions; • Use of new technologies; • Positive macroeconomic impacts, insignificant operating and maintenance costs; • Project interesting for the public.
Lessons learned on project development and delivery	Investment in new technologies for generation of energy from renewable sources was a positive experience.
Success factors	The most important factors are readiness to meet new challenges and efficient expert support.
Transferability	The project is interesting for the public as well as all potential applicants. Many people come to visit the solar power plant, whereby their awareness of the use of renewables and potentials for new investments is raised.
Additional information	
Contact details	<p>Contact: Stanislav Košir</p> <p>Address: Briše pri Polhovem Gradcu 18</p> <p>Telephone: +386 1 364 51 17</p> <p>E-mail: kosir.anja@siol.net</p>
Logo/photo/location map	



Eco story "Vrečkica"	
Project profile	
Good practice title	Eco story "Vrečkica" (bag). In Slovenian: Ekološka zgodba VREČKICA
Location of the project	Slovenia NUTS3 Code/name: Vrtec "Otona Župančiča", Slovenska Bistrica, Slovenia (SL012), EU
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 4 Leader. NDP (national development programme): 2 (improvement of environment and countryside) LS (local strategy): 1. Improvement of quality of life on countryside 1.2 Quality of life 1.1.1 Support to vulnerable target groups
Starting & end date	Start: 01.05.2009 – End: 31.08.2009 (phase I) Start: 01.09.2009 – End: 31.03.2011 (phases II and III)
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> • Training and skills
Brief description	<p>The story is intended for pre-school children and children of the first triad of elementary school in the area of Makole, Poljčane and Slovenska Bistrica. Parents and grandparents will also be included in the project. The aim of the project is to inform children and their parents about ecological activities in an interesting way. Activities for the project execution are:</p> <ul style="list-style-type: none"> • preparing books for children with ecological contents • reading • children's story telling • making puppets • puppet show (children, parents, associate professionals)
Project costs and budget distribution	<p>Total costs: 24.050 € RD programme funding: 20.300 € % EAFRD in total costs:84% Matching finance (total): 3.750 € Of which: - Private funding: 3.750€ - Public funding: 0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>Results of the project will be:</p> <ul style="list-style-type: none"> • picture books that will be given to children in kindergartens in the LAS area, • workshops, • puppet shows, • greater awareness of children and their family members about environmental protection. <p>Number of children included in the project: approx. 900.</p> <p>With the project and further workshops we want to cover a broader area of activities. The aim is intergenerational cooperation. The project has not been carried out in our area before, therefore, it is a new service and product in LAS area.</p>
Commentary	
Need for the project	As a kindergarten we cooperate in ecological projects. We emphasize waste separation. The project is in accordance with ecological awareness on the use of more environment-friendly bags. By all means, we believe that positive attitude toward nature and healthy way of living should be developed already in early childhood. Considering our own invested funds and LEADER funds we can conclude that the project would have not been carried out if we had not been selected in the public tender MKGP -program LEADER 2009.
Business Plan development (1 = excellent, 5 =	<p>- Support provided for the BP process from the Agency (1) - The right skills in-house to undertake Business Planning unsupported (2) No consultancy services were used for preparation of the business plan other than routine</p>

very poor)	accountancy.
Application process	Zadruga LAS Dobro za nas, z.b.o., helped us with the project professionally and with the application for the tender. First, an application for LAS (local action group) tender for series of projects for 2009 was required. The assessment of all registered projects and the selection of the best followed. Afterwards, we signed the contract and started with the tasks we had noted down in the project. Further activities went on as planned and the first phase is completed. We are now in the second phase and the third (final) phase follows.
Context and initial conditions	As we did not find an ecological story suitable for pre-school children, a pre-school teacher wrote it herself. The story is special because it can be continued according to children's creativity. Children can choose between two offered endings: 1. Pvc bags can be substituted by ecological bags made of cloth; 2. Children make different things from unused pvc bags (project with children and parents). Each child receives a bag which he/she can draw on in any way he/she wants, therefore, in a way each bag is unique.
Current employment conditions	The project does not directly influence the creation of new workplaces and it is also not intended for marketing. However, it has a huge social effect.
Specific factors that determine Good Practice	To prepare and launch the project, good cooperation between all people involved, and good communication between the project leader and other external co-workers is required. All set goals in the project need to be closely monitored during project implementation.
Lessons learned on project development and delivery	Zadruga LAS Dobro za nas, z.b.o., helped us with the project professionally and with the application for the tender. It was also of help if we needed to postpone any of the phases due to not being able to ensure timely finish. By all means, interpersonal communication was indispensable.
Success factors	As a success we can bring forward the published book and printed eco bags which all kindergarten children and children of the first triad of elementary schools in the area of municipalities Poljčane, Makole and Slovenska Bistrica received.
Transferability	The project is intended for children, their parents and grandparents; however, we wish that as many people as possible also from other regions would find out about our project, perhaps also from abroad.
Additional information	
Contact details	Name: VRTEC "Otona Župančiča" SLOVENSKA BISTRICA, Zidanškova 1/a, 2310 Slovenska Bistrica (Public institute) Phone: +386 (0) 2 80 51 422 Email: ivana.leskovar@quest.arnes.si vrtec.slo-bistrica@quest.arnes.si Website: http://www.vrtec-slobistrica.com
Logo/photo/location map	




24 Good practices in Spain


For Spain the following good practices are included:

- Training strategy for services to people's needs
- Bottom-up equality
- Set-up servicing enterprise for automotive sector

Training strategy for services to people's needs	
Project profile	
Good practice title	Training strategy in services linked to people's needs (Estrategia de Formación en servicios ligados a las necesidades de la población)
Location of the project	Spain, Autonomous Community of Cantabria, province of Campoo- Los Valles NUTS3 Code/name: ES130
Timescale	Programme period: 2000-2006
RDP Axis/Measure	LEADER+
Starting & end date	Start: 12/04/2006 End: 29/10/2008
Duration of application process	3 months (12/04/2006 – 04/07/2006)
Project type	<ul style="list-style-type: none"> • Training / skills
Brief description	The project aimed at giving formal recognition to personal services activities that are typically undertaken by women, often outside of a formal job. The 100 hour long training should enable them to professionalize their activities and / or get a formal job in the growing services sector. Main beneficiary was the <i>Grupo de Accion Local Campoo-Los Valles</i> .
Project costs and budget distribution	Total costs € 68.181,55. RD programme funding: € 68.181,55 % EAFRD in total costs: € 66.7% Matching finance (total): € 7.574,97 Of which: - Private funding 0% - Public funding 100%
Actual or projected project outputs in terms of results, outcomes and impacts	Four types of courses were given until 2006 in each of the municipality areas of: a course for playgrounds personnel; a course for monitoring environmental education; a course in geriatric care and a course for home/ domestic services assistants. Each course was attended by up to 15 participants, attendance was open to everyone. The organizers had established contact with a company that offers home cleaning and maintenance services so that course participants could be hired afterwards. In particular the course for home / domestic assistance has been very successful. Firstly, some women could find jobs as a result of this course. Secondly, the Spanish law foresees assistance money to be granted to caretakers of dependent family members, thus the course was particularly helpful in this context too as women could improve their skills.
Commentary	
Need for the project	A need was identified by several municipalities to train vulnerable population and provide them with skills related closely to those required on the local labour market. The project was financed under the LEADER+ initiative, priority area of training and employment.
Business Plan development (1 = excellent, 5 = very poor)	The drafting of the business plan was done on the basis of various studies that assessed the labour and economic situation in the affected region. A consultancy service was used. The help it provided can be identified as sufficient (3). Other form of assistance would probable have been useful.
Application process	The application process for financing under the LEADER programme is not very handy because on occasions it is very slow and bureaucratic.
Context and initial conditions	The region of Campoo-Los Valles in Cantabria has been characterized not only by an aging trend, but also by higher unemployment rates for female population. In the same time, the service sector in the region has been experiencing deficit in labour.
Current employment conditions	As the rest of Spain, the region is currently very much affected by the economic crisis, in particular as regards unemployment.
Specific factors that determine Good Practice	Initiative that specifically benefits women in rural areas. A very specific aspect is that contact with potential employers was established as a part of the project. This was a

	pioneer project that aimed at filling a specific gap between demand and supply on the local labour market.
Lessons learned on project development and delivery	NA
Success factors	Organizational competencies of the main beneficiary that was able to provide the courses in an area with dispersed and isolated population.
Transferability	The project has a high degree of transferability to other areas with similar characteristics and exemplifies an outstanding approach towards matching labour market supply and demand.
Additional information	
Contact details	<p>Organisation: Grupo de Acción Local Campoo - Los Valles</p> <p>Name: Ignacio Rodriguez Amor</p> <p>Phone: + 34 94 277 8421</p> <p>Email: irodriguezamor@gmail.com</p>
Logo/photo/location map	

Bottom-up equality	
Project profile	
Good practice title	Equality from the base (Igualdad desde la base)
Location of the project	Andalucía, Spain ES62
Timescale	2000-2006
RDP Axis/Measure	IPRODER 2: Integration and equal opportunities Socioeconomic dynamization
Starting & end date	Start: 20.06.2005 End: 20.12.2006
Duration of application process	12 months
Project type	<ul style="list-style-type: none"> Skills / training
Brief description	The main beneficiary was the Federation of Collectives and Associations of Women "Sol Rural". The project aimed to provide local women with greater resources for insertion in the labour market taking into account dynamic work features, advice, information and training. Main beneficiaries were female residents of the rural areas of Jerez de la Frontera and El Puerto de Santa Maria of the province of Cadiz (Andalucía). The specific objectives were to inform and train women from the area with regard to possibilities for active job search; to stimulate the establishment and strengthening of networks of organizations working with women, to coordinate and mediate with institutions and agents who work with and for the area.
Project costs and budget distribution	Total costs: 21.637,95 Euro RD programme funding 12.982,75 Euro % EAFRD in total costs: 60% Matching finance (total): 8.656,18 Of which: - Private funding 8.656,18 - Public funding 0
Actual or projected project outputs in terms of results, outcomes and impacts	Elaboration of the report "Sustainable Development" which examines infrastructure, communication, legal specifics, public transportation, healthcare issues, youth and labour. Strengthening of the network of authorities, consultative bodies and other agents in the territory in order to consolidate the criteria for real women empowerment. Most important impact was the change in the culture of job seeking among women in the area, which was impeded by lack of information about possibilities other than the minimal benefit they were receiving as long-term unemployed. In particular women were advised on issues such as importance of having a driving license, information technologies, and actual work opportunities, where a real improvement could be observed (such as taking care of old-aged people, eco tourism).
Commentary	
Need for the project	In the framework of social and labour integration and equality of opportunities, strengthening the networks of female organizations and working for female employment promotion has been identified as urgent and was supported by a range local authorities and organizations. RD funding was seen as the only way to pass through such a project, in particular as it has a broad impact that is nonetheless difficult to measure.
Business Plan development (1 = excellent, 5 = very poor)	The business plan was initially substantially more complex and foresaw a total budget of about 100.000 Euro, including 25 different villages in the province. As it became clear that such funding would not be available, the project was re-elaborated and launched on a smaller scale. Business plan was developed first and foremost with the support of the Jerez Group for Rural Development, the umbrella coordination and cooperation platform consisting of NGOs with a focus on rural development and female empowerment, representatives of the local authorities, of the trade unions and of employers' organizations. There was no support from the financing agency, but no such was identified

	as needed as in-house skills were excellent (1).
Application process	Application process was easy and did not represent any difficulty. Application form was short and application process did not take long. Administrative burden was not identified as problematic.
Context and initial conditions	The Autonomous Community of Andalucía has one of the highest unemployment rates in Spain, at the time of the initiation of the project it amounted to 24.04%, 7 percentage points more than the Spanish average. More specific: employment rates for female in Cadiz and Huelva were 12 and 9 percentage points lower than the overall unemployment rate in Andalucía.
Current employment conditions	Andalucía has been one of the Autonomous regions in Spain most badly hit by the crisis. Unemployment levels have skyrocketed. Nonetheless the beneficiary observed an improvement in the situation of female employment in the two towns that were included in the project.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • A project targeted exclusively to women, taking into account specific issues that cause their unemployment (lack of information, lack of driving license, lack of knowledge about IT) • An already established network (Jerez Group for Rural Development) • The quality of the team that worked on the project • High participation rate • Support received from all authorities and parties involved • Very practical nature of the project that contributed to sustainability of results
Lessons learned on project development and delivery	<p>As application process itself was unproblematic, the lesson learnt was rather on the importance of the support received by the umbrella network.</p> <p>With regard to the implementation of the project, further help with regard to facilities would have been useful as to develop the project on a larger scale, but this was not possible due to the fact that no bigger funding was available.</p>
Success factors	Same as good practice factors
Transferability	The project is very easy to replicate and essentially depends on broad support by all parties involved.
Additional information	
Contact details	<p>Organisation: Federation of Collectives and Associations of Women "Sol Rural"</p> <p>Name: Francisca Gago</p> <p>Phone: 0034 956390392</p> <p>Email: franciscagago@yahoo.es</p>
Logo/photo/location map	

Set-up servicing enterprise for automotive sector	
Project profile	
Good practice title	Setting-up of an enterprise providing services to the automotive sector (Creación de una empresa de servicios para el sector de la automoción)
Location of the project	Spain NUTS3 Code/name: ES243
Timescale	Programme period: 2000-2006
RDP Axis/Measure	Diversification of activities in the rural sector for improvement of employment possibilities
Starting & end date	Start: 17-08-2004 End: 23-09-2005
Duration of application process	5 months
Project type	<ul style="list-style-type: none"> • Skills / training • Diversification of economic activities in the rural area of Gallur
Brief description	Through the project the creation of an enterprise providing pre-installation of automotive parts was supported. The job places created were occupied predominantly by women, promoting therefore the integration of female workers in a sector traditionally considered to be dominated by male workers.
Project costs and budget distribution	Total costs: 104.382,00 Euro RD programme funding 41.752,00 Euro % EAFRD in total costs 40% Matching finance (total): 62.629,20 Euro
Actual or projected project outputs in terms of results, outcomes and impacts	95.7% of the 70 workplaces created by 2006 were occupied by women.
Commentary	
Need for the project	The project was carried out under the PRODER priority of diversification of economic activities in rural areas. With regard to carrying out the project, the determination of the beneficiaries was so big that it is believed the project would have been carried out even without RD funding.
Business Plan development	The support of the council of Gallur (Zaragoza) was fundamental for the initiation of the project. During the first year this support yielded to the promoters of the project obtaining the leverage infrastructure and some basic facilities under the commitment to keep the number of jobs of jobs created. Further support was received by the Aragon Institute of Employment, through the "Promotion Program Stable and Contracting and Quality "; the Zaragoza Provincial and especially the Confederation of Employers which assisted the development of a Business Plan and Feasibility study. During the first year, the company also benefited from technical consultancy services. This advice, along with the Business Plan viability were key to the future of the company, since none of the promoters had the appropriate knowledge and technical skills for this project.
Application process	The experience of the facilitator is that applications for project funding tend to be complex, in particular as regard to the volume of information required, which makes the application process time consuming. The time for having the application approved and the contract signed has been approximately 5 months.
Context and initial conditions	The region of Ribera Alta is characterized by two main trends that negatively impact rural development- the ageing of the population, as well as the masculinization of the rural population. The latter trend is caused by the persistent, employment-driven emigration of women from small villages to the cities, where they can find an occupation. According to a 2004 study of the Instituto de Aragon, the number of unemployed in the region of Ribera Alta was 559, over 57% of them being female. This summarizes a trend that holds true for

	whole rural Spain- female unemployment is characterized by long duration and few re-insertion opportunities into the labour market.
Current employment conditions	The region is severely affected by the economic crisis and this holds particular relevance for women .This, together with traditionally strong competition in this sector for the region, has also led to ADIECONTI reducing the number of staff. Nonetheless the ADIECONTI project is considered to be a very positive case of stimulating female employment in the area.
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • Demonstration and promotion of female empowerment and entrepreneurial skills in an area traditionally occupied by men • Very good collaboration between beneficiary (ADIECONTI), facilitating body (ADRAE) and further institutions involved in the project • Clear commitment of support from local authorities • Sustainability of the created jobs
Lessons learned on project development and delivery	The application process was positively influenced by the development of a very precise feasibility study carried out before applying for the subsidy.
Success factors	Beneficiaries have been very determined and this has positively benefited the project realization.
Transferability	Since the project was undoubtedly successful, it is considered that transferability is possible as long as the project is adapted to specific local conditions.
Additional information	
Contact details	<p>Organisation: ADRAE Name: Maria de Castillas Phone: 0034 976 864 894 Email: info@adrae.es Website: www.adrae.es</p>
Logo/photo/location map	

25 Good practices in Sweden

For Sweden the following good practices are included:

- Biogas Brålanda
- Eldrimner
- Fiber till byn
- Grogrund

Biogas Brålanda	
Project profile	
Good practice title	Biogas Brålanda
Location of the project	Sweden, SE232 Västra Götaland
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 3, measure 311 Diversification
Starting & end date	Start: 09-05-2007 End: 31-10-2009
Duration of application process	N/A
Project type	<ul style="list-style-type: none"> • Farm diversification • Generation of renewable energy or energy conservation • Provision community services/facilities
Brief description	<p>Biogas Brålanda aims to build a broad range of skills and extensive knowledge about farm-based biogas production from cattle, swine and chicken manure. By working together in a network with other partners, we want to take some of the knowledge and experience in the field of renewable fuels. The overall objectives are to build an infrastructure for biogas production from farm manure and crop; to establish a market for high-volume production of biogas of vehicle fuel quality and thereby reduce the greenhouse impact from vehicles radically as well as to take advantage of the untapped potential of agriculture and manure crops to increase the production of biogas for vehicle fuel and associated environmental benefits</p> <p>The project's approach to small-scale anaerobic digestion at farm level (18 facilities) provide significant environmental benefits in terms of minimal transportation of manure and digestate, reduced nutrient leaching and reduced odors from manure. Digestion residues, which have a high plant available nutrient, can easily be returned to arable land.</p> <p>Examples of project activities are technology development to enhance and develop the biogas production at farm level, training of stakeholders and building maintenance services to support SMEs and investments in a demonstration plant. The first investment within the concept was made in 2009 and the first biogas production will start in april 2010.</p>
Project costs and budget distribution	<p>Total costs: 3 773 700 sek (ca 380 000 €)</p> <p>RD programme funding: 2 173 700 sek (ca 220 000 €)</p> <p>% EAFRD in total costs: 58 %</p> <p>Matching finance (total): 1 600 000 sek (ca 162 000 €)</p> <p>Of which: - Private funding: 230 000 sek (14 %)</p> <p>- Public funding: 1 370 000 sek (86%)</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>After the project has been completed there should be:</p> <ul style="list-style-type: none"> • A model designed for small-scale biogas production in rural areas based on existing technologies, combined with research and evaluation. • An organizational structure of rural enterprises, which provides for small-scale biogas production in which many independent units are connected together to achieve large-scale public benefits. • An action plan to start and operate production facilities at farm level, where some 25 farms are collaborating on the production and supply of biogas to vehicle fuel and/or heat generation. • A plan for the infrastructure construction of biogas pipelines, consisting of a main pipeline from Mellerud to Vänersborg-Trollhättan/Uddevalle where existing biogas plants and local biogas pipelines can connect. • A plan for the disposal of the biogas. • Documentation of a model for building small-scale production, service and maintenance useful for biogas development across the country. This documentation will be disseminated to a wider group of rural and food companies and other stakeholders at

	<p>local, regional and national levels. The results will also be used, together with other players in the biogas field, for the continued development of a competitive market and production of biogas. A separate communication plan will be established.</p> <ul style="list-style-type: none"> • Three new businesses have been formed, Biogas Dalsland Economic Association, Brålanda Biogas AB and Nätaktiebolaget Brålanda Biogas AB with different objectives and tasks when completing the concept.
Commentary	
Need for the project	<p>To replace fossil fuels with renewable sources is a major challenge for the society. There is also an opportunity for business development. Biogas production of agriculture crops, manure and wastes from the food sector has so far a mainly unused possible potential. The “Biogas Brålanda” project is a pilot project that exploits the potential of biogas production, thereby creating both a positive environmental impact and business development in a rural area.</p> <p>The Biogas Brålanda project is about connecting smaller farm based biogas plants into a system so that larger amounts of energy can be produced. Smaller farm holdings tied together by an infrastructure system is an innovation in biogas production, and it creates a new context for the production of biogas from agriculture. Substrate possible for digestion is beef-, pork- and chicken manure and crop for decomposition purposes (grass etc.) at the farm level, and slaughterhouse waste and waste from processing of vegetables from the food industries.</p>
Business Plan development	N/A
Application process	N/A
Context and initial conditions	<p>The Dalbo plain in Dalsland County with Brålanda as the centre has a potential to develop an industry around biogas for vehicle fuel. Brålanda is a community of about 1 500 inhabitants. Brålanda is also an important hub on the Dalbo plain, one of Sweden's more coherent agricultural areas. Within the community and its immediate surroundings there are a number of industries and service companies related to agriculture and also an agricultural school, Nuntorp. Geographically the Dalbo plain is shared between the Vänersborg and Mellerud municipalities.</p> <p>So far, studies and discussions in both the Västra Götaland region as in Sweden as a whole, in terms of biogas production from agricultural assumed larger biogas plants, that require transporting with lorries or tractors the substrate to the plant (digester) and the digestate back to the farms. This has proved very difficult to be profitable. The substrate and the remains from the digestion process becomes a logistical problem. In order to use the process from the biogas plant as a plant nutrient resource, it is required that it is as close to arable land as possible.</p>
Current employment conditions	<p>During the project period , a total of 3 full-time employment equivalents have been created in the project itself. In addition, the assessment is that outside the project about 2 full-time equivalents have been created, ie a total of 5 full-time equivalents. In the construction phase it is expected that a minimum of 41 full-time equivalents will be created, these can be found in the construction of biogas plants, construction of the main pipeline and in the construction of local pipeline systems.</p> <p>After the construction of the Brålanda biogas system, (with int the first phase 25 farms involved in biogas production, which is the direct target the project can achieve after 2010, and with 5 farm-based and 4 common digester and an upgrading plant), a rolling operation to give at least 8 full-time jobs per year in Brålanda area, the plans being pursued under this project application. In addition this initiative provides a new source of income to farms and affiliated service industries. The conditions to recruit locally and regionally are estimated as good.</p>
Specific factors that determine Good Practice	<p>There is a constant need for farmers to improve their businesses and to find new sources for income. Producing biogas is a way to use already existing resources and take advantage of them in a new way. The environmental challenge is to find fuel which do not contribute to global warming. The project has through hard work and a long planning time and time for anchoring the idea, been able to start the process this winter by constructing the first biogas plant connected to a customer with a pipeline. This investment follows the concept and other</p>

	farmers can join when possible.
Lessons learned on project development and delivery	Make studies of the technical and economical conditions for biogas production, but also spend time and resources on “softer issues” such as business proposals, business plans, customer value and building trusting relationships. The project has found several technical problems during the implementation of the idea which has been solved through research and technological development within the project.
Success factors	One success factor for Biogas Brålanda is the well anchored idea among the farmers and local population. This process has taken time but is very valuable when the construction start. A recommendation would be to inform and involve as many as possible and to let the local farmers/entrepreneurs be them that own and control as much as possible of the production. The pilot character of the project means that there have been a lot of surveys and investigations conducted before actual starting the construction part. This research is valuable also for other similar projects and investments that will be made in Sweden and Europe, which means that the project has been effective in fulfilling its objectives. In this project each objective has been followed by actions that are concrete and tangible.
Transferability	This type of project is not geographically bound, but has great potential to be applied where like the business is so much emphasis on the dissemination of results. One of the main focuses of the project is to evaluate and document the experiences of Biogas Brålanda and disseminate them to a wide audience regionally, nationally and internationally. The results from the research and the practical solutions can be applied in similar context at other places. In several rural areas in Sweden there is animal production similar to the one at the Dalbo plan, and the conditions for starting biogas production connected through pipelines should be equal. Already there are several other regions in Sweden that are following Brålanda and plans to start production with similar concept. The interest in the project has been great and will probably increase when the first plant is taken in action. The project is thinking of how to manage this and how to be able to receive visitors interested in the technology, both national and international visitors. Examples of co-operation targets are for example knowledge-building in research, education and SMEs, collaborations in order to strengthen the biogas industry in northern Europe to compete in terms of knowledge, and further development of the tourism industry in the form of environmental tourism
Additional information	
Contact details	Organisation: Innovatum AB Name: Peter Eriksson Phone:+46 520 28 93 22 / Email: peter.eriksson@innovatum.se http://www.innovatum.se/pages/default.asp?SectionID=3499&ArticleID=5508&ArticleGroup_projekt=
Logo/photo/location map	<p>The diagram illustrates a biogas production and distribution system. It shows 'INSTALLATIONS ON FARMS' where 'MANURE/CROPS' are processed by a 'Gas dryer' and connected to 'Local gas mains'. A 'MAIN PIPELINE' carries 'CRUDE GAS IN' to an 'INSTALLATION FOR UPGRADING THE GAS' (industrial building) and 'VEHICLE GAS OUT' to 'FILLING STATIONS' (trucks and cars).</p>

Eldrimner	
Project profile	
Good practice title	Eldrimner
Location of the project	Sweden, SE322 Jämtland County
Timescale	2007-2013 program period
RDP Axis/Measure	Axis 1, promoting knowledge transfer and skills development
Starting & end date	Start: 01-01-2008 End: 31-12-2010
Duration of application process	The application process stretched over about 12 months.
Project type	<ul style="list-style-type: none"> • Improvements in agricultural systems/practices • Food processing • Food marketing • Collaboration in the food supply chain • Farm diversification • Agri-, Green- or Cultural Tourism • Skills / training
Brief description	<p>Eldrimner works with the artisan food processing, food craftsmanship. Today there are nearly 900 documented food craftsmanship companies in Sweden. They are mainly situated in remote and rural areas and contribute to keep agricultural production going in rural areas, create a sustainable living environment for residents and visitors and provide security and decent work for both entrepreneurs and employees. The project idea is to conduct an activity that increases the number of documented food craftsmanship companies to approximately 1800 companies. At the same time the project organization want to bring out what food handicraft stands for - taste, quality and safe products - to a further clientele.</p> <p>The food craftsmanship requires considerable theoretical and practical knowledge of an entirely different character than is needed to manufacture products in industry. Eldrimner want to give business tools in the form of this specialized knowledge, so that entrepreneurs can develop new products and those based on old traditions. Eldrimner provide basic knowledge of raw materials and about the sale process. The project also helps entrepreneurs within food craftsmanship to liaise with trading partners and to build networks.</p> <p>Eldrimner is a large project which has been conducted in several steps through subprojects. The project has received funding under Objective 1 The Southern Forest Counties Region during the period 2000-2006. The current subproject which is described here is co-financed by the EAFRD.</p>
Project costs and budget distribution	<p>Total costs: 31 085 000 sek (ca 3 150 000 €)</p> <p>RD programme funding: 21 600 000 sek (ca 2 190 000 €)</p> <p>% EAFRD in total costs: 70%</p> <p>Matching finance (total): 9 485 000 sek (ca 960 000 €)</p> <p>Of which: - Private funding: 6 485 000 sek (68 %)</p> <p>- Public funding: 3 000 000 sek (32%)</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<p>A formal follow-up of the project has so far not been made but the expected projects results are:</p> <ul style="list-style-type: none"> • ca. 900 food craftsmanship companies documented in 2008-2010. • ca. 20 educational seminars • ca. 6 inspirational seminars • ca 5 international study trips
Commentary	
Need for the project	<p>Since 1995, Eldrimner has served in many forms starting with a regional scope and later national. It has been clearly demonstrated that investments in food craftsmanship give stable businesses and opportunities to support oneself in the rural areas of the Swedish countryside. While the agricultural sector in general and not least the number of milk producers and dairy</p>

	<p>industries reduces the number dramatically, there is a steady upward trend in food craftsmanship, such as farm and village dairies with artisanal production of cheese. The tendency is that the biggest agricultural companies are increasingly larger and small farmers either disappear or need to develop various new activities on the farm to survive. It also coincides with the consumer interest which is increasingly focused on ecological, locally produced products of high quality.</p> <p>Eldrimner has a history which goes back to a project which was co-funded by EU funds (Objective 6 Jämtland County) during the period 1995-2001. The aim of this subproject was to stimulate the development of small-scale food producing companies in Jämtlands County which still is the core of the current subproject. In 2001, the interest of food craftsmanship from the side of consumers, farmers and regional development actors had increased and during 2001-2003 Eldrimner was carried out as an Objective 1 project. This subproject showed concrete results in terms of new companies, employment and successful working methods to reach entrepreneurs who wanted to work with food craftsmanship on both regional and national level. The large interest for the support of small-scale food production as an engine for regional development lead to the appointment of Eldrimner as a national centre for artisan food processing in 2005. Eldrimner received a national allocation up until 2007 in order to support and develop production, marketing, sales, networking, experience exchange, educational activities etc.</p> <p>With the appointment as a national centre for artisan food processing, the importance of Eldrimner's activities has been recognized. Small scale food craftsmanship requires considerable theoretical and practical knowledge of an entirely different character than is needed to manufacture products in industry. Today, Eldrimner is exclusive in its knowledge and experience of supporting SMEs within the field of food craftsmanship.</p> <p>Eldrimner received a national allocation for its activities during the time period 2005-2007. After the change of government in 2006, the policy supporting the national centre was changed, however the need of Eldrimner to continue with the activities was acknowledged. Discussions about how to ensure further financing were carried out at national and regional level and it was decided that Eldrimner should formulate an application for a new subproject to the rural development program in order to continue the activities.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>The project organization has a long experience of working with EU funded projects. The project owner states to have a good and close relation to the managing authority.</p> <ul style="list-style-type: none"> - Support provided for the BP process from the Agency (2) - The right skills in-house to undertake Business Planning unsupported (1) <p>No consultancy services were used for preparation of the business plan other than routine accountancy.</p>
<p>Application process</p>	<p>The project organization has a long experience of working with EU funded projects and had the skills to draft the application for the EAFRD funded subproject without any major concerns. The application in itself was not burdensome since the scope and concept of the project was well defined. The timeframe between the submission of the application and the allocation of funds and signing of contract was a few months.</p>
<p>Context and initial conditions</p>	<p>Eldrimner is geographically located in Jämtlands County which has an area of about 50 000 square kilometres and 127 000 inhabitants. About 50% of the land area is wood land. The county has one city, Östersund, and the rest of the county is considered as rural area. The economy is dominated by forestry, energy production, farming and industry while the labor market is dominated by public services such as health care. The scattered population structure combined with long distances makes the county very dependent on a well-functioning transport infrastructure whilst the base for public transport is very weak in most places in the county. The distance to markets, long journeys and high cost of passenger transport are barriers to business growth in northern Sweden and the particularly damaging effect on women's entrepreneurship and to service companies that have large geographic markets in the northern parts of the country. The lack of capital at start-up and development of companies is perceived as a much bigger problem in North Sweden's sparsely-populated</p>

	<p>areas and the country than in the south. Adequate manpower is another shortcoming. An increasingly common growth-promoting activity among workers in remote and rural areas is to work together instead of employing as well as diversifying.</p>
Current employment conditions	<p>With its history of several subprojects, Eldrimner has generated an organizational structure to build the activities on. For the launch the current project, there have been no serious difficulties with staff recruitment. At the moment, the project employs 7-8 full time positions.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> - The project has focused at food craftsmanship as a specialization and has spiked their skills in a given area. Successful activities have given the project a leading role, both on regional and national level. - The project is characterized by constant learning and value experience exchange and knowledge transfer with international partners. One important factor has been to acquire knowledge from other countries through study trips. - The project reaches women as a target group since it often is women who have ideas about food craftsmanship. Their entrepreneurial ideas are often sideline activities when running a family farm, which contributes to farm diversification. - The project has developed a pedagogic model with entails three parts, the theoretical knowledge, the practical knowledge and a feeling for and sustainable grip on the business activities. The project teaches a holistic approach and offers educational activities which entail all aspects in order to ensure sustainable business development.
Lessons learned on project development and delivery	<p>The project organization has solid experience of conducting the activities which the projects is based on, hence no major obstacles have been met. Even though the carrying out of an EU funded project brings a certain administrative burden, this has not halted the project which probably depends on the generated knowledge and experience. The project management has been satisfied with the support from the managing authority.</p>
Success factors	<ul style="list-style-type: none"> - The project focuses on a subject which has gained an enhanced societal interest. People are more and more careful with what they consume and how products have been produced. The scope of the project lies right in time which of course strengthens its impact. - The management of a project is a vital success factor. This does not just address a structured project manager, but in this case a steering committee has given the project legitimacy. The steering committee entail experienced entrepreneurs from different industries and parts of the country which gives an insight in the needs and prerequisites of the target group, as well as legitimacy on grass root level. - It is crucial to work in a clear bottom-up approach where the point of departure is taken in the actual needs and prerequisites of the target group. The activities carried out needs to be designed according to the target groups wishes. - There has to be a constant dialogue among the actors involved in order to ensure that the project works with the right things and stay on the right track.
Transferability	<p>Eldrimner started out as a regional project but now fills a supportive role on national level. The project disseminates knowledge through educational activities, inspirational seminars and networking. Both national and international actors have shown interest in the project and they have hosted study trips. The project management believes that there are good opportunities to spread their working method and inspire similar projects in other countries.</p>
Additional information	
Contact details	<p>Bodil Cornell, Director. +46 63 14 60 65 bodil@eldrimner.com www.eldrimner.com</p>

Logo/photo/location
map



Nationellt resurscentrum
för mathantverk



Fiber till byn	
Project profile	
Good practice title	Fiber till byn, Fibre to the village
Location of the project	This is a national project carried out nationally in Sweden. The project management is geographically located in SE110 Stockholm.
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 3, Basic services
Starting & end date	Start: 01-04-2009 End: 30-04-2010
Duration of application process	3-5 months
Project type	<ul style="list-style-type: none"> • Provision community services/facilities • ICT
Brief description	<p>The direct aim of the project is to inspire the residents in rural village communities to start projects and through collaboration build their own open broadband infrastructure up to a handover point where the network owners can connect the residents. The purpose of this is to create conditions for service providers to offer their broadband services in rural areas.</p> <p>The project idea has been to implement 15-20 inspirational seminars around the country where the residents are informed about market conditions, project costs, possible options for public financing and ownership forms etc. The project was implemented in three steps:</p> <ul style="list-style-type: none"> • Implementation of four pilot study seminars in Orebro, Väckelsång (Tingsryd), Skara and Mariestad to identify the needs and desires of the village community and to identify "white spots" where the market does not intend to roll out within 3-5 years and thus find suitable villages / locations for the inspirational seminars. • Production of information and presentation materials in the form of brochures and overhead presentations with the LRF, SkåNet and reconciliation with the Royal Institute of Technology. Production of the brochure "Fiber to the village" which contains recommendations and guidance to residents in rural areas who are interested in building their own broadband networks. • Implementation of 13 inspirational seminars. The seminars have in most cases been held in villages at the community centres.
Project costs and budget distribution	<p>Total costs: 521 381 sek (ca 53 000 €)</p> <p>RD programme funding: 417 105 sek (ca 42 250 €)</p> <p>% EAFRD in total costs: 80%</p> <p>Matching finance (total): 104 276 sek (ca 10 560 €)</p> <p>Of which: - 100 % Private funding</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • 17 seminars have been held, 13 inspirational seminars and 4 pre-study seminars. • 439 people have participated in the 13 inspirational seminars and 150 workshops in study. Participants have been, except the residents, representatives from municipalities, County Administration and the National Land Survey. • The brochure "Fiber to the village" was printed in 1000 copies and has been distributed to village communities and network owners and County administrative boards and municipalities. It is also available for download from the Urban Network Association's website. • The results of the workshops have been that several villages and network owners have started to plan for an expansion of the broadband network in rural areas. Some 40 projects have been initiated on village community level during 2009-2010. • The Ministry of Enterprise, Energy and Communications and The Swedish Post and Telecom Agency have opened their eyes to the problem of access to broadband in rural areas why they have produced the report "Deployment of broadband in the countryside" (PTS-ER-2010: 10) to, inter alia, promote best practice in village community projects where Fiber to the village Project has participated by providing experience from this

	<p>projet. PTS is currently preparing regulations to bring the "ducting aid" to also fit rural areas.</p> <p>The actual results are slightly better in terms of seminars held and number of participants than what was expected when developing the project.</p>
Commentary	
Need for the project	<p>A well-developed infrastructure for broadband access creates the conditions for vibrant and attractive rural areas. With access to broadband services more people can live and work in rural areas at the same conditions as residents of the city. The need for broadband is increasing in society in order to be able to cope with daily activities, for both households and business needs. In rural areas, the lack of broadband infrastructure with high transmission constitutes a major problem. As broadband operators are only interested in investing in areas where the penetration of customers is relatively high, the rural areas are largely without a broadband service net that can handle current and future needs. A future aim is to connect households in rural village communities and conclude with the network owners to establish handover points where the network owner can connect their networks to "the village nets" which may make it easier for broadband providers to establish themselves in rural areas.</p> <p>The direct aim of the project is to inspire the residents in rural village communities to start projects and through collaboration build their own broadband infrastructure up to a handover point where the network owners can connect the residents. The purpose of this is to create conditions for service providers to offer their broadband services in rural areas.</p> <p>If the interest is sufficient on village municipal level, the goal is to build fiber networks to households and companies to ensure a high capacity that can handle current and future service offerings in TV, telephony and Internet. These types of networks are built primarily in urban areas, but by creating collaboration between the villages and urban networks, this infrastructure will be available even in rural areas.</p>
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> • Support provided for the BP process from the Agency (2) • The right skills in-house to undertake Business Planning unsupported (2) <p>The project has been developed by The Federation of Swedish Farmers (LRF) and the Swedish Urban Network Association (SSNf). LRF is an interest and business organisation for the green industry with approximately 170 000 individual members which makes it the largest organisation for small enterprises in Sweden. LRF operates a large number of EU funded projects (EAFRD, ERDF and ESF) and have a developed in-house skill to undertake business planning. Representatives of LRF state that they experience strong support from the implementing authority.</p>
Application process	<p>LRF operates a large number of EU funded projects and have a developed in-house skill to formulate project applications. The application process is described as uncomplicated since the scope of the project as well as the organizational structure was set at an early stage. The time needed for having the application approved and the contract signed is assessed to 2-3 months.</p>
Context and initial conditions	<p>When the market does not want to invest and state money are not enough, people must take matters into their own hands if the rural access to broadband with high transmission where both the Internet, telephony and television coexist is to be ensured. Today, more than 600 villages in Sweden have built their own networks and have been linked to metro networks and other network owners.</p> <p>By forming communities or economic compounds, village groups, so called "byalag" have, sometimes with the support from state and local authorities, managed to get fiber to the home, which means that they have a future-proof broadband infrastructure with virtually unlimited capacity. The project Fiber to the village is a way to inspire people in the villages to take up their spades and take matters into their own hands. This is urgent when many rural areas risk being without a fixed telephone when a dismantling of copper networks is closely forthcoming.</p>
Current employment conditions	<p>This project did not have employment as an aim. The project has been lead by a consultant procured by SSNf. LRF has supported the project by providing free staff. SkåNet have also</p>


	<p>freely provided its own staff and consultant assistance in addition to the attendance of inspirational seminar. A team of the project manager and representatives of the project partners have held lectures and developed the educational and information material.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> • The project shows a novel way of working in order to inspire and support inhabitants in rural areas to attain a future-proof network for Internet, telephone and television. • A summary of results (2010-04-30) from each place where seminars were conducted notes that the village community activity has increased in the respective region. The project has hence has stimulated activity at the grassroots level.
Lessons learned on project development and delivery	<p>The experience from the inspirational seminars has been very positive as it brought a lot of interest among those living in rural areas who have received a picture of the broadband market and the opportunities for "self help" available.</p> <p>The seminars have also made representatives of the Cabinet Office and local councils more understanding with regard to public co-financing and that joint planning of development in municipalities is necessary to attract broadband operators to establish themselves in rural areas.</p> <p>During the workshops, many questions were brought forward which clearly showed the need for an in-depth information about how to start and run village community projects. In addition to purely technical matters, the lack of knowledge about the possibility of state aid support is limited in both groups of residents in rural areas and among municipalities themselves. The seminars should hence provide information on different mission practices in terms of communities, economic associations etc.</p> <p>The need for information on telecommunications and broadband markets aimed at local politicians and others who work with aid of project funding is large in some municipalities. Local authorities should become more involved in village activities so that more effective development can take place while the network owners are lured farther out on the countryside. This may be done through the cooperation of several villages in a given area while building their network in order to create a larger customer base to service providers. Here, the municipality has an important collaborative role.</p> <p>It is also important that local governments acquire information on where and when excavation work is carried out in their communities so that the ducting support can be utilized better than before.</p> <p>Closer cooperation between public actors, in the Swedish case between the Board of Agriculture, the Swedish Post and Telecom Agency, the county administrative boards and the Swedish Association of Local Authorities and Regions should be strengthened so that aid and grants can be coordinated and that village communities are built with an acceptable quality and robustness.</p>
Success factors	<ul style="list-style-type: none"> • The point of departure has been taken in the need of and prerequisites for the goal group which was ensured by the carrying out of initial pre study seminars. • The development of structured educational and information material has been fundamental. • A project organization where the project manager has been the only salaried person and where the project partners have contributed by providing staff for seminars etc. has been cost effective. Co-financing by providing time and staff instead of ready assets can set a lower threshold for project participation.
Transferability	<p>The project builds upon a concept which is transferable on national level in Sweden. It displays a model to inspire local initiatives in order to create conditions for service providers to offer their broadband services in rural areas, which can be inspirational for projects in other Member States.</p>
Additional information	
Contact details	<p>Lars Hedberg, SSNf/EkoT konsult AB, project manager/lecturer Phone: +46 70-752 11 55 Email: lars.hedberg@ekotkonsult.se /Website:http://www.ssnf.org/templates/Base.aspx?id=2957</p>

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map



Grogrund	
Project profile	
Good practice title	Grogrund
Location of the project	Sweden, SE232 Västra Götaland
Timescale	Programme period: 2007-2013
RDP Axis/Measure	Axis 3, business development in the micro, the measures of education and information
Starting & end date	Start: 01-01-2008 End: 30-11-2009
Duration of application process	The project has been carried out in two steps so far (Grogrund I, Grogrund II), and the third step (Grogrund III) is in the progress in 2010. The application process for the first and second part lasted about 2-3 months respectively.
Project type	<ul style="list-style-type: none"> • Food marketing • Collaboration in the food supply chain • Farm diversification • Agri-, Green- or Cultural Tourism • Skills / training
Brief description	<p>The project Grogrund's overall purpose is to promote female entrepreneurship in rural areas in Västra Götaland County. The project is focused towards business advice that is tailored to women's needs and demand. The goal is to increase employment and entrepreneurship in rural areas and help to reduce women's rural migration.</p> <p>To achieve the aim and objectives the project has worked with four parts; idea seminars and business development, mentoring, education/counselling and information dissemination.</p> <ul style="list-style-type: none"> - Idea seminars - for women who are interested in starting a business, but who still are at conception level. - Mentoring - for women who have businesses or a business idea that they decided to develop further (giving women who have a newly started business opportunities to develop their business idea/business plan). - Education, within the field of business knowledge, to get companies to expand (give those already employed knowledge on the topic of economic governance). - Individual follow-up of participants in mentoring groups and individual counselling. <p>Grogrund has also disseminated information on entrepreneurship for women in the region. They have spread information about business development in general as well as information about the Rural Development Programme, and coordinated information about courses in various industries.</p>
Project costs and budget distribution	<p>Total costs: 4 499 800 sek (ca 456 000 €)</p> <p>RD programme funding: 2 249 900 sek (ca 228 000 €)</p> <p>% EAFRD in total costs: 50 %</p> <p>Matching finance (total): 2 249 900 sek (ca 228 000 €)</p> <p>Of which : ublic funding: 100 %</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> - An evaluation of the project shows that the project has had a substantial impact. The participating women have generally evolved and have become more secure in their role as entrepreneurs and better prepared for employment. - The majority of the participants intend to proceed with their business in some form. - During the two years that the project has been active, 70% of the participants in the mentoring and training groups have started or continued businesses in the countryside. - With a total of 76 women active in the mentoring program, 60 will be full-time businesses in 2010. - 54 women have attended the education in business knowledge with the aim to get companies to expand. Of these, 32 women will be full-time businesses in 2010. - 12 mentoring groups have been established throughout the county (76 participants)

	<ul style="list-style-type: none"> - 10 mentors, professionals who provide practical guidance, are active - Business advice and purchasing advice have been offered in collaboration with other actors, (ca 43 sessions) - Courses in business knowledge have been carried out (54 participants) - Four idea seminars with 165 participants have been carried out - Support for women in the network is offered (45 involved) - The total number of participants in the project is 383 women <p>The interest for the project has been larger than anticipated and the results in terms of participants in the training and mentor groups have succeeded the expectations when developing the project.</p>
Commentary	
Need for the project	<p>To start or develop a business may take time and often a support system is needed to think ahead and develop a business idea. The County Administrative Board of Västra Götaland work with different activities in order to influence the structure, norms and rules that determine the conditions for entrepreneurship in rural areas. The goal is to create a good business environment for both men and women in rural areas and to create a living countryside. In this work, the County Administrative Board acknowledged that there is a special need to support women's entrepreneurship. This in order to create conditions so that women want to stay in rural areas, and because women lack the kind of network that already exists between male entrepreneurs.</p> <p>In rural areas there are a lot of reasons to increase the number of women in the business fabric. It will generate sustainable businesses which increases the opportunities to create a livelihood living in the countryside. The project Grogrund has enabled women to pursue new business ideas and entrepreneurship.</p>
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> - Support provided for the BP process from the Agency (3) - The right skills in-house to undertake Business Planning unsupported (2) <p>The experience gathered within the project team is extensive when it comes to working with educations focusing on business development as well as the target group. The project team hence had the right in-house skills to conceptualize the project. When the application for the first step was written, the project team was also supported by another department of the County administrative board which was helpful with the practical details. No consultancy services have been used at the time of the preparation of the business plan.</p>
Application process	<p>With the application for the first step, Grogrund I, the project team received support from the managing agency with the development of the application. When the application for the second step, Grogrund II, was developed, the managing function had shifted to another agency which didn't offer as much support in the applications process. Since the project teams experience to work in projects was not extensive, further help on the project planning could have been useful.</p> <p>The project could also not find inspiration in earlier conducted projects since the concept was innovative. The time from application to project approval stretched over a few months time.</p>
Context and initial conditions	<p>Västra Götaland County is the largest agricultural county in Sweden with more than half the county's area is covered by forest. There is also major activity in other sectors of rural entrepreneurship and good opportunities to develop this. The county has a large rural population, regardless of the choice of definition.</p> <p>The recent recession has particularly affected western Sweden by staff reductions in the automotive industry but also by structural problems in the paper industry which will affect employment opportunities in the county's rural areas.</p> <p>Small business sector accounts for a growing share of the employment growth. Companies in the services sector are most common for business owners with fewer than 50 employees. This applies to both men and women. However, women currently run about 25% of the companies and accounts for one third of new establishments. Here lays a great growth potential and it has therefore been stated important to focus on women's entrepreneurship in</p>

	<p>the county.</p> <p>The aim to support women's entrepreneurship is also an action to create conditions for women to stay in rural areas instead of moving to the cities.</p>
Current employment conditions	<p>The unexpectedly high interest of the project has proven that there is a solid base of female entrepreneurs in the region. The process to find participants has been smooth and a follow up show that 60-100 of the participants claim to be active entrepreneurs in 2010. The decline of the labor market means that there is a good market for employment in case of business expansion.</p>
Specific factors that determine Good Practice	<ul style="list-style-type: none"> - The project has developed a concept for strengthening women's entrepreneurship by linking information activities, education, mentorship and individual guidance. - The project has managed to build sustainable networks which survive also outside of the projects' frames. - The project is a good example of an initiative which specifically benefit women in rural areas.
Lessons learned on project development and delivery	<p>The administration is more burdensome when several financing partners are involved. The partners may have different demands on the reporting which should be taken into account when setting the project up. When reporting, account should be taken to the differing demands as far as possible in order to avoid double work.</p>
Success factors	<p>One important success factor has been to find competent mentors. It is important to be selective and make sure that the person is dedicated to the task. It is also crucial to be responsive and humble to the target group and show respect to their needs and wishes. Their demand is the base of the project and should be leading for the planned activities. The responsiveness to the target group also demands a flexible structure so that the scope and activities can be adjusted to the arising needs. This flexibility should be displayed in the project plan in order to pave the way for changes in the structure while carrying out the activities.</p> <p>Concerning the working model, the combination of group activities and individual follow-ups has shown to be successful.</p>
Transferability	<p>The project management see grate potential for knowledge transfer from the project to other regional projects, on national or international level. The knowledge and experience however has to be packaged to fit the interest and demand from other actors. The transferability would probably be strengthened by easily accessible information which describes the working model, such as a digital production.</p>
Additional information	
Contact details	<p>Organisation: County Administrative Board Västra Götaland Name: Berit Nordlander Phone: +46 510 60 58 63 Email: berit.nordlander@lansstyrelsen.se Website: www.grogrund.nu</p>
Logo/photo/location map	

26 Good practices in United Kingdom

For the United Kingdom the following good practices are included:

- The Barn at Beal
- Overwater Marina
- Plumgarths Farm Shop and Food Services Company
- Genetic Improvements in the Sheep and Beef Sectors

The Barn at Beal	
Project profile	
Good practice title	The Barn at Beal
Location of the project	United Kingdom, Beal Farm, Berwick upon Tweed, Northumberland, UKC21
Timescale	2000-2006 programming period
RDP axis measure	311
Start/end Date	The funding was applied for in 2005 under the Rural Enterprise Scheme that is part of the England Rural Development Programme. Building work took place in 2006/07 and the facility became fully operational in 2008.
Duration of application process	12 months
Project type	<ul style="list-style-type: none"> • Farm diversification • Agri-Tourism / Green Tourism / Cultural Tourism • Generation of renewable energy or energy conservation
Brief description	Development of a new farm based visitor attraction (incorporating a restaurant, education room, and birds of prey centre to provide an additional income stream for the farm; to raise the quality of the tourism offer on the Northumberland Coast; and to inform the public about the important connections between farming, food production and the environment
Project costs and budget distribution	<p>Total costs - £630,000 RD Programme funding - £220,000 % EAFRD in total costs – £35% Matching finance - £410,000 Of which:- private - £410,000 Public - £0</p> <p>The project evolved during implementation and costs increased to over £1m. The project is expected to break even in the current year (2010) to generate a small operational profit in 2011 and to allow the size of debt to be considerably reduced from 2012 onwards.</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • Estimated visitor numbers: 40,000 in 2008/09 (actual 70,000) 80,000 in 2009/10 (actual 110,000) • Estimated 8 jobs to be created full & part time (18 actual as at 2010 + 4 seasonal) • One redundant, traditional farm building restored to a high standard and incorporating a ground source heat pump for water and space heating. Local building contractors and tradesmen employed. • Staff training provided in first aid, hospitality, food hygiene and management / productivity
Commentary	
Need for the project	<p>Beal Farm is wholly arable (wheat, barley, peas, beans and oilseed rape). Because of uncertain commodity prices the farmer Rod Smith recognized a need for business diversification. He also strongly believes in the need for better education on the close relationships between farming, food and environmental conservation. Beal Farm occupies a commanding location overlooking Lindisfarne (Holy Island) which is a popular visitor destination (500,000 p.a.) as well as a National Nature Reserve. The Barn project would not however have proceeded without RDP assistance.</p> <p>The farm was managed under the Countryside Stewardship Scheme between 1998 and 2008 and is now entered into the Higher Level Scheme of Environmental Stewardship (Axis 2 of RDPE).</p> <p>Waste cooking oil from the restaurant is now converted to bio-diesel for on-farm use. The farmer is actively exploring further business ventures to complement the Barn project and make use of other disused buildings on the farm. One proposal is to convert waste packaging from the Barn (and from other farms/businesses in the locality) into briquettes for woodfuel</p>

	<p>boilers. RDPE is to be sought and the business plan estimates that 400-600 tonnes of fuel could be manufactured and three jobs created. A second project would be a farm shop / retail outlet specializing in local produce. Renewable energy generation from photovoltaics and hydro are also under active consideration.</p>
<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>- Support provided for the BP process from the Agency (3) - The right skills in-house to undertake Business Planning unsupported (4) No consultancy services were used for preparation of the business plan other than routine accountancy.</p>
<p>Application process</p>	<p>The RDP governance arrangements were generally regarded as supportive although concerns have been expressed about burdensome bureaucracy, protracted meetings and decision making and an aversion to risk on the part of officials. Initial pledges about related investments e.g. the appointment of an education officer, did not materialize.</p>
<p>Context and initial conditions</p>	<p>Beal Farm is situated in a relatively remote rural location where the economy is dominated by farming and tourism. Entrepreneurship and collaboration amongst the farming community has been limited and the standard of provision for tourism is not high. There is a serious problem of affordable housing in the locality compounded by second home ownership and three staff occupy tied cottages on the farm.</p>
<p>Current employment conditions</p>	<p>Employees are drawn from a radius of 20 miles. There have been no serious difficulties with staff recruitment, other than for a specialist chef, even though competition exists in the locality for similar types of staff. Of the 18 staff 13 are female and six are under 30 years of age. The recession has not affected visitor numbers, which are higher than estimated, but spend per head has reduced.</p>
<p>Specific factors that determine Good Practice</p>	<p>The farmer sources as much produce as possible for the restaurant from a network of local farms and small businesses. Barley from the farm is supplied to a Yorkshire brewer and the bottled beer is sold from the Barn.</p> <p>The standard of the building conversion, catering and interpretation is very high indeed. A series of four walking routes for visitors have also been created to reinforce the messages about the associations of farming and wildlife.</p> <p>Several practical initiatives have been taken to generate renewable energy, reduce the carbon footprint and recycle waste.</p> <p>The visitor/trading figures indicate strong market awareness and financial sustainability.</p>
<p>Lessons learned on project development and delivery</p>	<p>More finance was required than originally anticipated and project management costs were under estimated. It needs to be recognised that projects receiving public funding will demand a high level of reporting and financial accountability.</p> <p>The local planning authority and protected area partnership (AONB) are considered to have been unduly restrictive in relation to the provision of essential road signs for the facility and installation of a webcam structure.</p>
<p>Transferability</p>	<p>The project has many elements that are capable of transfer. However critical to the success of any tourism related project is <u>location</u> and existing footfall. The Barn project occupies a strategic site immediately adjacent to the single access road to Holy Island with commanding and spectacular views of this iconic and long established tourist destination. There are also few other establishments in the locality offering such a high standard of service and this particular range of facilities.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>Rod Smith (owner). Website: www.barnatbeal.com</p>

Logo/photo/location
map




Overwater Marina	
Project profile	
Location of the project	United Kingdom, Audlem, Near Nantwich, Cheshire, England
Timescale	Programme period 2007-13.
RDP axis/ measure	Measure 311
Start/end Date	Planning consent and RDPE grant application submitted and approved in 2009. Construction commenced in Autumn 2009 and work completed and marina opened in Spring 2010.
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> Farm diversification Agri-Tourism / Green Tourism / Cultural Tourism
Brief description	<p>Construction of a 227 berth inland waterway marina and associated facilities including office/amenity building, coffee shop and workshop. The project provides an additional income stream to the existing dairy farming enterprise. It meets several objectives of the Regional Economic Strategy including the development of water based leisure facilities in the Weaver Valley and growth and employment creation in the rural economy. The vitality of the adjacent village of Audlam is heavily dependant on tourism linked to the Shropshire Union canal and the lack of a local marina has acted as a significant constraint.</p> <p>The main beneficiaries are narrow boat owners using the canal together with local service sector businesses</p>
Project costs and budget distribution	<p>Total costs - £2.6m</p> <p>RD programme funding - £400,000</p> <p>% EAFRD in total costs - 15%</p> <p>Of which:- Private funding: £2.2m</p> <p>Public funding: £0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> 6 new jobs with the Marina company together with 3 additional jobs (the coffee shop and workshop are leased to two local Audlem businesses) The Business Plan estimates are based on a 59% occupancy rate and total receipts in Year 2 of £500k. A British Marine Federation study on the economic impact of similar marinas indicates that of the total spending generated, one third is received by the core marine business and two thirds within the local economy. There is also a strong multiplier effect in relation to employment Two new buildings have been constructed incorporating ground source heat and solar technologies for water and space heating. Local contractors and tradesmen have been employed for the building works and associated drainage, fencing and landscaping.
Commentary	
Need for the project	<p>The existing farm is completely dependent on milk production and a single contract with the Muller processing plant at nearby Market Drayton. Commodity prices have been challenging and the enterprise which employs five staff only breaks even. The need for diversification has therefore been pressing and the location and access advantages of the farm, adjacent to a heavily used resource (canal) presented a unique opportunity to develop a much needed tourism/recreational facility in the locality. The project would have been deferred if RDPE grant was not forthcoming.</p> <p>The farm is entered into the High Level Environmental Stewardship Scheme (Axis 2) which governs the maintenance of hedgerows, grassland inputs, management of field margins and the river frontage. Specific provision is also made for educational access and typically 15/20 visits are made p.a. The intention is to integrate the new marina into educational visits.</p> <p>There are no immediate plans to develop further facilities. Maintenance of tranquillity represents the overriding management principle for the site.</p>

<p>Business Plan development (1 = excellent, 5 = very poor)</p>	<p>- Support provided for the BP process from the Agency (4) - The right skills in-house to undertake Business Planning unsupported (4/5) The owners had access to good financial / accountancy advice and studies conducted by the British Waterways Board and British Marine Federation about demand for the facilities and economic impact. The owners were also confident about the companies and specialist expertise that had been acquired to draw up and implement the development plan for the site.</p>
<p>Application process</p>	<p>The applicants were initially frustrated by the absence of a point of contact within the NWDA. Once this was rectified the grant application was placed on a fast track and the owners anticipated the complex reporting requirements and vocabulary of the application and claim process. The confidence that was built with the NWDA enabled the latter to adopt a relatively light touch over project monitoring and inspection.</p>
<p>Context and initial conditions</p>	<p>The planning authority has been very supportive of the project. British Waterways policy and research is also highly favourable towards the development of marina facilities, rather than linear moorings, and predicts substantial growth in the use of narrow boats.</p> <p>The economic fortunes of Audlam village are intimately connected to the canal evidenced by a serious decline in business when a breach occurred in August/October 2008.</p>
<p>Current employment conditions</p>	<p>The local economy is based on agriculture and tertiary services. It is a peri-urban location and relatively prosperous with significant commuting into adjacent towns. Property values are extremely high and housing affordability is a significant issue. The Marina does not anticipate having employment difficulties. It is closely aligned with existing well established businesses in the locality who will lease some of the facilities.</p>
<p>Specific factors that determine Good Practice</p>	<p>The construction project amounts to a major investment of public and private funds. The level of risk has been reduced because of the detailed attention given to research and project planning and management. Finance for the development has been secured on the basis of the creation of a valuable asset and a sound business plan.</p> <p>The marina design is innovative in its integration of modern facilities with habitat creation and maintenance. The buildings incorporate renewable energy generation technologies to reduce the carbon footprint.</p> <p>The driving force behind the project, from concept through to delivery, has been a female entrepreneur.</p>
<p>Lessons learned on project development and delivery</p>	<p>The key lessons for a capital project of this magnitude are to prepare a thorough and detailed business plan and not to underestimate the considerable time and commitment that has to be devoted to project management.</p>
<p>Transferability</p>	<p>There are likely to be few circumstances where the key features of this project – farmland adjacent to canal, suitable access, heavy recreational demand, close proximity to local service centre, policy and political support - are replicated elsewhere. However, the case study is a model farm diversification project that takes maximum advantage of locational attributes, responds boldly to a specific market demand and employs sound business planning and project management practices.</p>
<p>Additional information</p>	
<p>Contact details</p>	<p>Janet Maughan (owner). Website: www.overwatermarina.co.uk</p>

Logo/photo/location
map



Plumgarths Farm Shop and Food Services Company	
Project profile	
Location of the project	Kendal, Cumbria, UK
Timescale	Programme Period 2000-06.
RDP Axis/Measure	123
Start/end Date	Planning consent for the development was granted in 1999. The project received RDP funding under the Rural Enterprise Scheme in 2000 and the Plumgarths hub opened in 2001/2
Duration of application process	12 months
Project type	<ul style="list-style-type: none"> • Food processing • Food marketing • Collaboration in the food supply chain
Brief description	<p>Re-development of a range of traditional farm buildings to provide six workshop units for mainly food related businesses (meat cutting and processing, cheese distribution, sandwich maker, bakery, liqueurs), a local radio station, a farm shop and storage facilities for the Plumgarths Food Service Company. This project represents phase 1 of a series of developments at the site.</p> <p>The main beneficiaries are a network of farmers and small food businesses together with consumers wishing to purchase locally sourced produce.</p>
Project costs and budget distribution	<p>Total costs - £470,000</p> <p>RD programme funding - £235,000</p> <p>% EAFRD in total costs - 50%</p> <p>Of which:- Private funding: £235,000</p> <p>Public funding: £0</p>
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> • The three year milestone (2004) specified the creation of 24 jobs on site and £850k business turnover. Actual jobs created were 50 with £3m business turnover • A local sourcing contract with the ASDA supermarket chain supplies 80 different local food brands in 12 stores • Plumgarths Food Service Company collaborates with 30 producers and supplies 100 local hotels and restaurants
Commentary	
Need for the project	<p>John Geldard farms at Low Foulshaw, Kendal and initially established the Plumgarths hub to market his own beef, lamb and free-range eggs along with that of other local producers. The motivation was to capture added value for agricultural produce at a time of low commodity prices and to make a positive response to the policy imperative (UK Sustainable Farming & Food Strategy) of reconnecting farming with consumers and to reinforce local food supply chains following the Foot & Mouth crisis. The project would certainly not have proceeded without RDP funding.</p> <p>In 2004 it became apparent that the companies operating at the hub had insufficient space. Consent was received in 2005 to demolish a modern barn at the site and build a new meat cutting plant in a more traditional style. This received 20% RDP funding. It enabled space at the hub to be reallocated. In 2008/9 a purpose built unit on a nearby industrial estate was rented so that the cutting and meat processing operations could be transferred here with potential to increase production tenfold. The unit was fitted out at a cost of £250k and received 40% RDP funding. It enabled further reorganization of space at the Plumgarths hub to take place.</p> <p>The creation of an Environmental Technology Park immediately adjacent to the Plumgarths hub is now proposed. This would provide 20,000 sq m of workspace for companies involved</p>

	in the fields of renewable energy generation and recycling, along with those in food, farming and tourism and would be developed as a £24m public/private partnership.
Business Plan development (1 = excellent, 5 = very poor)	<ul style="list-style-type: none"> - Support provided for the BP process from the Agency (2) - The right skills in-house to undertake Business Planning unsupported (3) <p>The applicant used a specialist agricultural / economic development consultant to prepare the grant application</p>
Application process	<p>RDP grant has been critical but the application process is extremely demanding and time consuming.</p> <p>The different phases of the Plumgarths project have received good support from the RDP although attention is drawn to the complexities of the process, the numbers of people involved and the administrative burden placed on applicants. The complications 'would put many good people off.' Comparisons have been drawn with the simplicity of the FHDS scheme of the late 1970's which provided support for farming.</p> <p>The Plumgarths management foresee a future of population growth and food and energy shortages which should favour local production. There is however too heavy an emphasis on environmental considerations in RDP schemes and in particular those managing agri-environment schemes should have a greater understanding of the practical realities of farming and land management.</p>
Context and initial conditions	<p>Kendal is a relatively prosperous market town.</p> <p>The main obstacle to the project has been the highly protective planning system. The Plumgarths site is located (just) within the boundary of the Lake District National Park.</p>
Current employment conditions	<p>Experience with the recruitment of staff has varied. There are currently few difficulties because of the recession. Some training is provided. A skills shortage is however envisaged and the owners believe that more apprenticeship schemes are required that ease young people into full time jobs with committed employers.</p>
Specific factors that determine Good Practice	<p>This project demonstrates how the initial award of RDP funding for a single project can act as a catalyst for further expansion and more ambitious proposals that have an even greater impact on the rural economy. The project has delivered outputs well in excess of its targets. It has demonstrated financial viability and how groups of farmers and producers can collaborate effectively in the food supply chain. Local food production and consumption also lies at the core of sustainable living.</p> <p>John Geldard was awarded the prestigious title of 'Farmers Weekly' Farmer of the Year in 2007.</p>
Lessons learned on project development and delivery	<p>The principle lesson for food producers undertaking this kind of project is to fully understand and respond to the needs and preferences of consumers. The project has also underlined the economic imperative of adding value to commodity products in the land based sector.</p>
Transferability	<p>The project has immense scope for knowledge transfer in relation to the promotion of a local food economy. There is particular experience of the formation and management of a network of farmers and other suppliers; the development of a food hub and conversion of redundant farm buildings to a high design standard; the creation of a storage and distribution system for local food products; and the arrangement of supply contracts with major multiple retailers and widely dispersed hospitality and tourism businesses.</p>
Additional information	
Contact details	John Geldard, farmer and co-owner. Website: www.plumgarths.co.uk
Logo/photo/location map	



Genetic improvements in Sheep & Beef Sectors	
Project profile	
Good practice title	Genetic Improvements in the Sheep and Beef Sectors
Location of the project	United Kingdom (Wales) NUTS3 Codes UKL 11-18, 21-24: All Wales
Timescale	2007-2013
RDP Axis/Measure	Axis I Measures 111, 123, 124
Starting & end date	Start: 02/10/2008 End: 29/06/2013
Duration of application process	6 months
Project type	<ul style="list-style-type: none"> Improvements in agricultural systems/practices
Brief description	A <i>Genetic Improvement in the Sheep and Beef Sectors</i> project that aims to improve the financial returns of Welsh sheep and cattle farmers by increased performance of their flock and herd and increasing market value through better alignment with end market requirements.
Project costs and budget distribution	Total costs: £782,500.00 RD programme funding: 100% % EAFRD in total costs: 50% Matching finance (total): £391,250 Of which: - Private funding - Public funding: 100%
Actual or projected project outputs in terms of results, outcomes and impacts	<ul style="list-style-type: none"> 50 pedigree sheep enterprises introducing desirable traits into their flocks. Total number to date (27/7/2010) is 74. 100 pedigree sheep enterprises introducing performance recording into their flocks. Total number to date (27/7/2010) is 58. 50 pedigree beef enterprises introducing performance recording into their herds. Total number to date (27/7/2010) is 36.
Commentary	
Need for the project	<p>Profitable meat production relies on the careful selection of breeding stock. Consumer requirements for leaner meat and more 'convenience' foods, coupled with animal health and welfare issues place demands on the breeder to produce 'finished' animals that more closely meet these market demands.</p> <p>If farmers are not encouraged to take positive steps to adopt a breeding improvement programme then the benefits that follow from improved production efficiency will not flow across the sector. This could lead to a diminishing number of sheep breeders, and a knock on detrimental effect on both the rural economy and the environment. As a result, there is a need for financial support to assist the industry to meet more closely the demand for higher quality product with less waste, to assist in increasing financial returns and contribute to the long-term sustainability of the Welsh red meat supply-chain.</p> <p>This project would not have proceeded in the absence of RD funding.</p>
Business Plan development (1 = excellent, 5 = very poor)	Business Plan development was straightforward. Scale of support from the national agency: 3 In house skills were available to enable the development of the Business Plan. Consultancy services not required to prepare the Business Plan.
Application process	Application process was clear and well supported. It was time demanding but that was expected.
Context and initial conditions	In an industry that has seen a severe fall in farm income and that is still adjusting to the Common Agricultural Policy (CAP) changes, the ability to meet more closely the demand from the supply-chain and consumer for higher quality product with less waste, will have a

	<p>positive effect on financial returns and contribute to the long-term sustainability of the meat production sector in Wales.</p> <p>This project focuses on the importance of engaging more enterprises in breed improvement with its potential for improving incomes is underscored by the data revealed in the annual reports of the Welsh Meat and Livestock Statistics, and the Farm Business Survey in Wales. In neither the beef nor lamb sectors does the average market return to the producer exceed the average cost of production (when non-production linked payments - such as Single Payment Scheme - are excluded from the calculations). This statistic however, masks the discrepancy between the low performing enterprises whose income per animal is only 50 per cent of that of the top performers.</p>
Current employment conditions	<p>The project is across the whole of rural Wales. It is therefore not possible to accurately answer this question as conditions vary according to region/locality. However, it is worth noting that the beef and sheep sector production in Wales plays a vital part in the rural economy. In 2007 finished sheep and lamb together with finished cattle accounted for 36% of the total value of Welsh agricultural output, worth £337m.</p> <p>Wales has the smallest farm holdings in the UK by size at 38.2 average area (ha).</p>
Specific factors that determine Good Practice	<p>The project is highly innovative in dealing with genetic improvements as a means of developing quality in the sector. The project is important from a good practice perspective in:</p> <ul style="list-style-type: none"> - enabling the maintenance of heritage breeds; - enabling the improvements of quality in stock and produce; - spin off benefits in reducing greenhouse gas from herds; - reducing the demands on farmers for maintaining a healthy stock.
Lessons learned on project development and delivery	<p>The project has been very well supported by the Welsh Assembly Government and stakeholders such as individual local authorities across Wales.</p> <p>Sufficient support was deemed to have been received in support of the application and there were no lessons identified.</p>
Success factors	<p>Key success factors:</p> <ol style="list-style-type: none"> 1. Take up by farmers. 2. Customer perception on quality. 3. Customer take-up (increases in livestock herds and sales)
Transferability	<p>The project is considered to be one which is very transferable in the sense that the scientific advances that have been made are not well tested, as are the processes in promoting the scheme to farmers. The full benefits of the project have yet to be tested by an evaluation but the scheme is popular and considered to be of great value in developing the integrity of Welsh livestock in terms of provenance and quality.</p>
Additional information	
Contact details	<p>Organisation: Hybu Cig Cymru Name: Dewi Hughes, Gweithredwr Prosiect/ Project Executive Phone: 01970 625050 Email: info@hccmpw.org.uk Website: www.hccmpw.org.uk/</p>

