

# ANNEX 1

## Database of Good Practice Projects

### **Definitions**

### **A: Supporting enterprise**

Local employment development projects under this category refer to local partnerships that have successfully employed a range of measures to encourage new enterprise creation and development at a local level. These initiatives focus on the provision of specialist business or financial support for SMEs, development of business networks and associations, business incubators, micro-credit schemes and business advisory schemes.

### **B: Developing routes into employment for disadvantaged groups**

Good practice projects under this classification mainly include holistic local employment initiatives which create 'routes to employment' for long-term unemployed and socially excluded people. Often these routes start off with basic skills training and confidence building programmes and then move on to providing vocational training and work placements. Providing support for the project participants during each step along the route is central to these projects. Approaches under this category also include projects that create positive relationships with local employers and tackle employer prejudices. The projects therefore have a longer term impact on the employment of disadvantaged groups.

### **C: Addressing skills shortages and promoting life-long learning**

Approaches under this measure include local partnerships that have acted as a bridging agency between local employers facing skills gaps or labour shortages and local residents with the capacity to fill these gaps. These initiatives often focus on specialised vocational training courses and work placements. Projects under this measure also cover initiatives that aim to improve recognition of skills, prior learning and qualifications gained abroad.

### **D: Social enterprise**

These projects include social economy approaches to the labour market (re)integration of unemployed people. Social enterprises are particularly good at involving people who have been excluded from the labour market for different reasons. Social enterprises have played an increasingly important role in local economic development, particularly in declining industrial regions.

### **E: Empowering local communities**

This category includes local community and partnership projects which have promoted active citizenship, enabled local people to participate in local decision-making and encouraged local communities to work together in a spirit of co-operation for mutual benefit, supporting the best possible outcome for all concerned.

### **F: Diversifying the local economic base**

These projects include local partnerships that have successfully built community capacity and contributed to the diversification of the local economic base, consequently reducing economic dependency on declining sectors or heavy dependency on one individual sector. Adopting diversification strategies and action plans have been of particular relevance to many rural regions that have reduced their dependency on agriculture by investing in tourism development. Many larger cities and old industrial areas have engineered an urban renaissance based on arts, culture, tourism and leisure industries and the development of associated infrastructure. Successful initiatives under this theme also include projects that

address local service gaps, often in the field of neighbourhood services, the 'domestic economy' and the health sector.

## A: SUPPORTING ENTERPRISE

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
<p><b>COMMUNICARE</b> – Värmland, Sweden</p>	<p>Communicare developed from a labour market project Young and One's Own, which started in 1993. This project was a huge success and in 1996 a non-profit organisation was created to further develop the project. The projects are always developed in collaboration between public and private organizations.</p>	<p>The project was developed as a response to the problems the Värmland region was faced with (falling population, low educational level among young people in rural areas, lack of entrepreneurship among the ones who stayed in the region, lack of positive vision for the future).</p> <p>Communicare is a local development platform for young people; it focuses on strategies that promote a spirit of entrepreneurship in the region, particularly among young people (16-35 years old).</p>	<ul style="list-style-type: none"> <li>- Communicare focuses on inspiring and training young people to be creative and innovative and to help them realise they are responsible for their own lives and that they can influence their own lives. Communicare creates an environment where young people can gain entrepreneurial skills.</li> <li>- Communicare has contributed to the creation of 360 new businesses and have helped further 700 young people to enter employment, further education or practical work placement abroad. All together 10 074 young people have received training through Communicare projects. The Swedish White Paper on Youth policy (2002) mentions Communicare as a good example on how to encourage a spirit of entrepreneurship among young people and how to provide support for young entrepreneurs by encouraging a greater entrepreneurial awareness through education and training.</li> <li>- The project has demonstrated that all people have entrepreneurial attributes to a certain extent and an early stimulation of these characteristics increase the likelihood of having a more entrepreneurial neighborhood, region and society.</li> </ul>	<p>Anna Halldén / Operative Manager, Norra Kyrkogatan 1, P.O. Box 528, S-651 12 Karlstad Sweden T: +46 54 13 75 79 or +46 703 74 88 34 E: anna.hallden@communicare.nu</p>
<p><b>NIVASKA project</b> - Nivala-Haapajärvi and Siikalatva municipalities in the Oulu Province, Finland</p>	<p>The steering committee of the project consists of different local public sector actors and local entrepreneurs.</p>	<p>The sub-regions of Nivala-Haapajärvi and Siikalatva, suffer from high levels of unemployment and emigration. The lack of economic opportunities has inhibited the development of this area, which</p>	<p>The project used an “impulse strategy” - the development of small and micro-enterprises were supported by targeting small amounts of financial support at certain key business areas. Project measures were therefore tailored to match the specific needs of each individual business (e.g. expert business advise, market research and analysis,</p>	<p>Esa Jussila / Manager of Nivala-Haapajärvi Sub-Region, Kalliontie 36 FIN-85500 , Nivala, Finland</p>

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		<p>remains sparsely populated, with just 51 000 inhabitants in its 11 municipalities. The Nivaska project aims to create new employment opportunities by nurturing the growth and development of micro-enterprises through provision of tailored business support.</p>	<p>website, marketing material, help in accessing new markets, support for exporting activities, support for networking and sub-contracting, product development and co-financing of equipment and facilities necessary for well-balanced growth).</p> <p><u>Successes:</u></p> <ul style="list-style-type: none"> <li>- The project helped to maintain 41 jobs in the region and created 2 new jobs. The project produced 64 project development initiatives in 51 different small enterprises.</li> <li>- As a result of the project, the future of SMEs in the Nivala-Haapajärvi and Siikalatva regions looks more positive. The project has helped small enterprises to develop their activities, expand their markets and increase visibility in the market.</li> <li>- The Nivaska project model is transferable and is already attracting interest from other local authorities in Finland (a couple of other local partnerships have also adopted the model). Serious consideration is also being given to using it as a model for the development of Finland's national programme to support SMEs for the period beyond 2004.</li> </ul> <p><u>Lessons:</u></p> <ul style="list-style-type: none"> <li>- The impulse strategy works; indirect "impulse" support has potential to produce larger scale impacts. However, it is fundamental that the support measures are tailored to meet the needs of individual businesses. Also support measures need to be developed together by the authorities and enterprises themselves.</li> </ul>	<p>T: +358 8450 602 F: +358 8450 645 E:esa.jussila@nivala-haapajarvi.fi</p>
<p><b>ARCTIC INVENTORS NETWORK</b> – Northern Finland, Norway and</p>	<p>Partnership arrangement have been set between the Finnish, Swedish and Norwegian</p>	<p>This project aims to develop cross border co-operation between the adjoining border</p>	<ul style="list-style-type: none"> <li>- The project used networking as a tool to raise the effective scale and scope of remote businesses. More specifically, the project developed a network</li> </ul>	<p>Kimmo Pörhö / Länsi-Lapin Koulukuntayhtymä</p>

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
Sweden	<p>authorities. The project partners in Finland were Finland Kalot Training Ltd, Western Lapland Educational Authority (leading organisation), Aurorum Teknikbyn Ab, Lapland Employment and Economic Development Centre and Vinn.</p>	<p>regions in Sweden and Finland (and Norway) to overcome unemployment, emigration and unbalanced trade caused by geographical remoteness. Objectives of the project were:</p> <ul style="list-style-type: none"> <li>- To develop regional company networks, and to develop marketing skills of individual companies and help them to expand internationally.</li> <li>- To develop service network that benefits inventors and prototype manufacturers.</li> <li>- To develop skill levels</li> <li>- To remove barriers caused by distance and national boundaries.</li> <li>- To provide international exposure to innovation.</li> </ul> <p>The project was targeted for local inventors, inventor associations, private persons and SMEs working in the field of prototype production, marketing, research and development.</p>	<p>of inventors in the North Calotte region to promote and provide services for the complete innovation/invention process, from the creation of an idea to the development of the commercial product. The goal was to counteract large companies from outside the region buying up patented innovations. The project succeeded to develop a network in which the companies are able to share marketing skills, resources and contacts, create a joint service network to aid investors, prototype manufacturers, marketing and manufacturing companies, develop and produce prototypes and new products and organise training, inventors events and trips to trade fairs.</p> <p><u>Successes:</u></p> <ul style="list-style-type: none"> <li>- The project started off as a joint project between Northern Finland and Sweden. At a later date when the project was increasingly seen as a success, the Northern Norwegian authorities also joined the project.</li> <li>- As a whole, the project succeeded to make contacts with almost 350 active inventors and has registered 785 new inventions. 7 new companies and 4 new manufacturing companies, as well as 34 new jobs have been created. A total of 99 new marketing channels and 37 new customer contacts have been established.</li> <li>- This project has been instrumental in creating significant economic growth in this region to the value of some €5,972,000.</li> <li>- Mainstreaming: The project was running some 3-4 years after which the Lapland Employment and Economic Development Centre appointed two part-time Innovation Officers in order to maintain some of the project activities in operation.</li> <li>- The project has helped to create more local and</li> </ul>	<p>, Kemi, Finland  T: +358 400 697 549  E: Kimmo.porho@lla.ky.fi</p>

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			<p>regional inventor organisations and networks, which again has had a significant impact on inventors across the country.</p> <ul style="list-style-type: none"> <li>- The project has produced many new inventions that are now marketed nationally/internationally, have received international exposure and have won national and international inventor awards.</li> </ul> <p><u>Lessons:</u></p> <ul style="list-style-type: none"> <li>- Publicity received through the local and regional newspapers was fundamental to the success of the project.</li> <li>- Too large project organisation can be weakness to a local employment development project. In this case, a small project organisation ensured flexible and efficient operation.</li> </ul>	
<p><b>CONSORZIO LEADER TERRE DEL SOSIO</b> – Palermo, Sicily, Italy</p>	<p>The partnership consists of the National Federation of Craftmanship, Italian Agricultural Confederation, Economic and Social Research Centre for the Mezzogiorno, local municipalities, Research centre in electronics, the technical institute for agriculture Bisacquino, Co-operative offering tourism services, Co-operative offering services to enterprises, plus further 13 local public bodies and 27 other partners.</p>	<p>Terre del Sosio Leader was created in 1991 to contribute to the holistic rural development of the region and stimulate entrepreneurship. The project activities are mainly aimed at local businesses, local residents and local public bodies.</p>	<p><u>Activities:</u></p> <ul style="list-style-type: none"> <li>- The consortium is also a professional training body, at the moment it is providing two training courses: one for employees of local public sector bodies and one for the restoration of rural sites.</li> <li>- Consultancy activities focused on supporting enterprises, particularly through enhancing networks of local producers.</li> <li>- Creation of a new web site to promote the area and opportunities for e-commerce.</li> <li>- Enhancement of the entrepreneurial context of the region.</li> <li>- Under the scheme “Laboratory for entrepreneurial management”, organisational and management models to enhance entrepreneurship were identified. This scheme has led to the creation of a consortium of producers.</li> </ul> <p><u>Lessons:</u></p> <ul style="list-style-type: none"> <li>- State aid and sporadic interventions in favour of enterprises in rural areas do not culminate in</li> </ul>	<p>Giuseppe Vetrano / Consorzio Leader Terre Del Sosio, Via Decano Di Vincenti 73, 90032 – Bisacquino, Palermo, Sicily, Italy T: +39091 8352351 E: g_vetrano@virgilio.it</p>

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			<p>concrete and lasting processes. There is a need to intervene with a combination of measures that take into account the higher costs and managerial challenges that characterise enterprises in rural areas.</p> <ul style="list-style-type: none"> <li>- More specifically, in the Italian Mezzogiorno, higher costs are due to: higher transport costs, higher interest rates, bureaucracy, lack of enterprise culture, labour costs, black market.</li> <li>- It is essential to fully involve the project beneficiaries in the socio-economic partnership.</li> </ul>	
<p><b>TRANSNET - RURAL BUSINESS DEVELOPMENT THROUGH NETWORKING AND TRANSNATIONAL PARTNERSHIP</b> - Northern Ireland, Republic of Ireland, Finland, Italy, Netherlands and France</p>	<p>This rural development partnership consists of local partnership action groups in six different countries.</p>	<p>The project is aimed at micro-enterprises in the rural areas of partner countries. The purpose of the Transnet network is to help local micro-enterprises to gain access to international networks and markets by combining the efforts of small local action groups from rural areas of six different countries.</p>	<ul style="list-style-type: none"> <li>- The project has successfully used international network as means of tackling remoteness and difficulty in accessing new, international markets.</li> <li>- The project draws together similar rural areas with similar problems and challenges - therefore common solutions can also be found more easily found.</li> <li>- The project has aimed to create simple, non-bureaucratic and 'SME friendly' procedures.</li> <li>- The project has created training material and tool kits micro-enterprises, which can help them to more easily start international trade.</li> </ul>	<p>Pertti Rantamäki / Pirkkanmaan Yrittäjät, PL 7, 33201 Tampere, Finland T: +358503662 028 E: pertti.rantamaki@ensimetri.fi</p>
<p><b>LOCAL DEVELOPMENT PLAN OF BARBAGIE AND MANDROLISAI AREAS</b> – Sardinia, Italy</p>	<p>Local area partnership consisting of main economic and social actors from the region.</p>	<p>The projects is aimed at areas with low population density, with high rates of depopulation and disadvantaged from the climatic conditions and of the special territory, e.g. peninsulas and islands. The project objectives were:</p> <ul style="list-style-type: none"> <li>- Valorisation of the native products like motor of development for the economy of all the mountainous area of the Sardinia centre.</li> </ul>	<ul style="list-style-type: none"> <li>- The project activities focus on local development, creation of networks between European enterprises, valorisation enterprises of typical products, social and cultural exchange and creation of transnational networks for the exchange of good practice.</li> <li>- The project has succeeded to create durable business and transnational networks (e.g. European Carrefours).</li> <li>- The project has shown how important transnational plans are for the exchange of experiences and good practice.</li> </ul>	<p>Dott. Tonino Serusi / Il Direttore and Dott.ssa Alessandra Persico. / Il Segretario Tecnico – Organizzativo T: +3907842 41919 - 02 F: +3907842 41921 E:</p>

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		<ul style="list-style-type: none"> <li>- To support and generate new specialized enterprises</li> <li>- To support and generate new enterprises among young people and women.</li> </ul>		gal.bm@tiscali.it

## B: DEVELOPING ROUTES INTO EMPLOYMENT FOR DISADVANTAGED GROUPS

<b>PROJECT NAME AND LOCATION</b>	<b>PARTNERSHIP</b>	<b>PURPOSE, TARGET GROUP AND OBJECTIVES</b>	<b>ACTIVITIES AND SUCCESSES</b>	<b>CONTACTS</b>
<b>OPPORTUNITIES INTO EMPLOYMENT</b> – Chadmoor and Broomhill, UK	The partnership consists of business Enterprise Support Ltd, Cannock College and local Jobcentre Plus.	The project is helping local unemployed people to find routes back to employment. As a part of the project, a Cannock College IT bus visits the more remote parts of the region in order to guarantee that all residents can access help. The bus offers training opportunities tailored to the requirements of individual participants.	<ul style="list-style-type: none"> <li>- Specially trained staff help unemployed people get back on their feet by building their confidence and developing their skills. The project helps unemployed people to make the connections that will assist them to reach their goals.</li> <li>- The results of Opportunities into Employment so far are positive, with 100 people having registered on the project and 50% of these having had some form of training. Five have also entered employment and two participants have set up their own business. Some participants have started to undertake further learning.</li> <li>- Although this project takes place in a less remote setting, the tool itself is transferable and appropriate for remote rural regions across Europe.</li> </ul>	Ruth Fell, Business Enterprise Support Ltd, Fyrest House, Wetmore Road, Burton on Trent, Staffordshire DE14 1SN, UK T: 01283 537151 F: 01283 537130 E:ruthf@enterprise support.org.

## C: ADDRESSING SKILLS SHORTAGES AND PROMOTING LIFE-LONG LEARNING

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
SENDA – Galicia, Spain	<p>The project is promoted by the Institute of Regional Development of Galicia. The partnership consists of Dirección General de Planificación Económica y Relaciones con la Unión Europea, Consellería de Economía y Hacienda de la Xunta de Galicia, Consellería de Industria y Comercio de la Xunta de Galicia, Red de Alojamientos Rurales Lares de Galicia, Aula Cooperativa de Información y Cultura, Asociación de Artesanos del Camino and Ayuntamientos Rurales atravesados por los Caminos de Santiago.</p>	<p>Project was developed under the ADAPT initiative and it was aimed at remodelling the rural entrepreneurial fabric and its adaptation to the commercial possibilities offered by the pilgrimage to Santiago de Compostela. The purpose of the project is to intervene in the labour and entrepreneurial mass of rural areas to encourage their re-conversion according with the requirements of current markets. This was to be achieved by:</p> <ul style="list-style-type: none"> <li>- Adapting the professional capacity of employers and employees, through the development of specific training courses and qualifications that will enable them to maintain and progress within their jobs/activities.</li> <li>- Remodelling and adapting the existing entrepreneurial fabric to new market trends, focusing on the agroindustry, craft, commerce and tourism sectors.</li> <li>- Configuring a solid associative entrepreneurial fabric able to face prospective changes.</li> </ul> <p>The project was aimed at SME</p>	<p><u>Activities</u> included:</p> <ul style="list-style-type: none"> <li>- Design and development of an integrated strategy that includes information, dissemination and raises awareness.</li> <li>- Training courses: Training for trainers, continuing vocational training for employers and employees and training to integrate people into the labour market. Guidance and professional support to employers, employees and SMEs.</li> <li>- Creation and development of networks of support</li> <li>- Network of SMEs in the agroindustry, commerce, craft and tourism sectors.</li> <li>- Use of IT to develop databases of SMEs and networks.</li> <li>- Share of information amongst employers.</li> </ul> <p><u>Particular successes:</u></p> <ul style="list-style-type: none"> <li>- Integration of craftsmen and SMEs operating in the black market into the legal economy.</li> <li>- Partnership working amongst craftsmen and SMEs in rural areas.</li> <li>- Introduction of new technologies in rural enterprises and development of e-Commerce.</li> <li>- Collaboration between all economic actors in rural areas and local/regional authorities.</li> </ul> <p><u>Lessons learnt:</u></p> <ul style="list-style-type: none"> <li>- Appreciate the value of the local cultural heritage for its further development.</li> <li>- The high value of development partnership working in rural areas.</li> <li>- The importance of introducing new technologies in the economic development of rural areas.</li> </ul>	<p>Elisa Rois / Centro Europeo de Información y Animación Rural de Galicia, Spain T: + 34 981553390 F: + 34 981590875 E:carrefour@idcdg.com E:erois@idcdg.com</p>

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		employees and employers, unemployed residents, self-employed, and members of co-operatives.		

## D: SOCIAL ENTERPRISE

<b>PROJECT NAME AND LOCATION</b>	<b>PARTNERSHIP</b>	<b>PURPOSE, TARGET GROUP AND OBJECTIVES</b>	<b>ACTIVITIES AND SUCCESSES</b>	<b>CONTACTS</b>
<b>3-C CO-OPERATIVE</b> - Upper Calder Valley, UK	The Calder Connect Cooperative (3-C) was formed from the groups of local people active in campaigning for broadband in the Hebden Bridge and Mytholmroyd areas.	The idea for a co-operative, which would provide broadband for this rural area, came from the realisation that the national telecommunication providers refused to install broadband for the region. The people attending the local homeworkers' meeting decided to call a public meeting with the intention of setting up their own community ISP.	<ul style="list-style-type: none"> <li>- The project is one of the most innovative schemes in the country. The project has moved from being just an idea into the main supplier of broadband in the Upper Calder Valley. 3-C has 400 members and nearly half of them are now connected to broadband.</li> <li>- Hebden Bridge has been at the forefront of taking advantage of the new technology and boasts the first community website in the country. This has provided an opportunity for numerous people to start running their own small businesses from home.</li> <li>- The chairman of the co-operative received the "Internet Achievement Award" at Digital Yorkshire Internet Awards. The achievement award highlights an individual based in the region who has had an impact in the Internet or digital world. 3-C has also been featured in a large Guardian article, on BBC2's Working Lunch, BBC World Service and extensively elsewhere.</li> <li>- The local residents decided upon a co-operative structure as they wanted to put profits back into the</li> </ul>	Mark Harrison / 3-C Co-operative, T: +448454561793 E: info@3-C.CoOp

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			organization to keep prices down. Furthermore, it also fit in with the long history of co-ops in the area.	

## E: EMPOWERING LOCAL COMMUNITIES

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TRÅNGSVIKSBOLAGET - Jämtland, Sweden	Trångsviksbolaget AB is an economic development organisation in the village of Trångsviken It acts as a market based company of which largest group of shareholders is the local inhabitants.	Trångsviken is a small community (700 inhabitants) in the region of Jämtland - a region defined by the typical rural problems. The main aim of the Trångsviksbolaget is to assist the economic development of Trångsviken. The goal is to help provide all the services that the modern society demands, to make Trångsviken attractive to its inhabitants and future partners.	<ul style="list-style-type: none"> <li>- The village now has the highest level of entrepreneurs in the country! The village is home to approx. 70 companies (10% of residents are self-employed).</li> <li>- Entrepreneurship started to take a foothold in the village in 1992 when a large community centre was built containing post office, bank, restaurant, day-care centre, gym, library and many other facilities. The new building started a mental process and an economic development of the village.</li> <li>- The number of new businesses is still growing to the extent that the village is now faced with a lack of industrial and private premises – a reverse problem compared to the neighbouring villages.</li> <li>- Trångsviksbolaget gives guidance, mentoring and financial aid to existing and start-up companies. As an example, they have built a 1,200 m<sup>2</sup> industrial building for the local bakery when they grew out of their premises and where refused a bank loan. The local school, for children aged 6 to 13 years, also runs an entrepreneurship program and has established a good relationship with local companies.</li> <li>- Trångsviksbolaget is also owner of the European Community project 'Life Environment in</li> </ul>	Richard Uski / Project Leader T: +46 (0)640 260 30 F: +46 (0)70 245 95 99 E: richard.uski@trangsviksbolaget.se

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
			Trångsviken'. This project runs village meetings, seminars, and among other things has built a restaurant and a museum.	
<p><b>THE ISLE OF EIGG HERITAGE TRUST</b> – The Isle of Eigg, Scotland</p>	<p>The Isle of Eigg Heritage Trust is a unique partnership between the residents of Eigg, the Highland Council, and the Scottish Wildlife Trust. The Trust was created in 1996 to purchase and manage the Isle of Eigg for the benefit of the community.</p>	<p>Objectives of the Trust are:</p> <ul style="list-style-type: none"> <li>- To take all appropriate measures to conserve the natural heritage of the Isle of Eigg for the benefit of the community of the island and the public at large;</li> <li>- To promote sustainable development on the island including agriculture, civil culture, arts and crafts and other economic activities compatible with objectives above;</li> <li>- To relieve poverty on the island and provide help for the aged, handicapped and infirm;</li> <li>- To provide or promote the provision of housing on the island for people in necessitous circumstances; and</li> <li>- To develop island infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>- The Trust has, directly and indirectly provided a range of employment opportunities for people on the island. The labour market on the island is unique in that underemployment was a much bigger problem than unemployment. Many of the working population on the island have several small jobs, perhaps only totalling 10 – 15 hours a week. Wherever possible the Trust has developed job opportunities tailored to the needs of those on the island. For example, many of those involved in the forestry work have crofts, and the work has been scheduled to run through the winter months, when work on the croft is at a minimum.</li> <li>- Regular meetings of Eigg Residents' Association are held to ensure that the Trust is meeting the expectations of those living on the island.</li> </ul> <p><u>Lessons learnt:</u></p> <ul style="list-style-type: none"> <li>- Community consultation and participation is essential for the success of a project like this. It is important to try and maintain this at a high level without placing a heavy burden on individuals.</li> <li>- Good working relationships and communications with external agencies are vital to enable access to funding opportunities and to ensure their support in development activities.</li> </ul>	<p>Ian Leaver / Development Co-ordinator T: +44 1687 482 476 E: <a href="mailto:ian@isleofeigg.org">ian@isleofeigg.org</a> W: <a href="http://www.isleofeigg.org/">http://www.isleofeigg.org/</a></p>
<p><b>THE SCOTTISH LAND FUND</b> – Kyle of Lochalsh, Scotland</p>	<p>The project is administered by the Highlands and Islands Enterprise in partnership with Scottish Enterprise, New Opportunities Fund and local</p>	<p>Objectives of the project are to:</p> <ul style="list-style-type: none"> <li>- To improve opportunities and reduce disadvantage both for communities and individuals in rural areas;</li> </ul>	<ul style="list-style-type: none"> <li>- The project is making £10 million available to help and empower local community partnerships to establish feasibilities, plan and prepare bids to acquire or manage land and land assets, complete land purchases, undertake the development and</li> </ul>	<p>The Scottish Land Fund / Taigh Feàrna, Auchtertyre, Balmacara,</p>

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	communities.	<ul style="list-style-type: none"> <li>- To encourage community involvement and participation in land ownership and management;</li> <li>- To enhance the environmental diversity and quality of rural Scotland;</li> <li>- To facilitate positive use of the land reform legislation on the community right to buy;</li> <li>- To diversify the pattern of land ownership in rural Scotland</li> </ul>	<p>management of local land and land assets and undertake local land development projects - these can include investment in management of natural resources, infrastructure developments to meet local servicing needs, and the provision of facilities with clear economic and social benefits.</p> <ul style="list-style-type: none"> <li>- The Scottish Land Fund has assisted over 60 communities to acquire land and develop land-based projects since its launch in February 2001.</li> </ul>	<p>Kyle Of Lochalsh, IV40 8EG, Scotland  T: +441520722988  F: +441599566724  E:hie.general@hie.nt.co.uk</p>
<b>IRD DUHALLOW</b> –North West Cork and parts of East Kerry, Ireland.	IRD Duhallow is a community-based rural development company established in 1989. The organisation works in a partnership with Government Departments, state agencies, other LEADER groups and local communities.	The main objective of the IRD Duhallow is the rural and community development of Duhallow, which covers North West Cork and part of East Kerry.	<ul style="list-style-type: none"> <li>- The key activities of the company are provision of training, analysis, development of local enterprises, protection and sustainable use natural resources, social &amp; cultural enhancement, environmental protection, transnational co-operation and exchange, development of rural and agri-tourism, administration, animation and capacity building.</li> <li>- Activities have resulted in new business and job creation through community empowerment and development activities.</li> <li>- Activities have demonstrated the value of local organisations and the importance of bottom up approach in local employment development.</li> </ul>	<p>Ms Maura Walsh / Manager,  IRD Duhallow Ltd.  James O’Keeffe Institute,  Newmarket,  Co. Cork.  Republic of Ireland  T: +353 29 60633  E:duhallow@eircom.net</p>

## F: DIVERSIFYING LOCAL ECONOMIC BASE

<b>PROJECT NAME AND LOCATION</b>	<b>PARTNERSHIP</b>	<b>PURPOSE, TARGET GROUP AND OBJECTIVES</b>	<b>ACTIVITIES AND SUCCESSES</b>	<b>CONTACTS</b>
<b>MEDUSA project</b> –	The national vocational	Many rural coastal communities	- The project supported 42 individual new	Vanda Vasconcelos

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Southern coastal areas of Portugal	training centre runs the project in a partnership with local economic and social actors.	have traditionally been employed by the fishing industry but now there is an increasing need for diversification. The Vocational Training Centre for the Fishing Industry - Forpescas is promoting a project that aims to help women set up businesses outside the traditional areas of business. The Medusa project provides specialist back up and advice for women setting up their own business outside the field of fishing.	<p>businesses, which were set up by women. Most of them were small commercial businesses like a butcher, stationer and fishmonger.</p> <ul style="list-style-type: none"> <li>- While the project has no training element, it does provide specialist help, mainly in terms of advice to potential and new entrepreneurs. Medusa is an extension of an initiative that began in the eighties. At that time, women started to take part in the training initiatives promoted by Forpescas. As a result of the women's growing participation in training initiatives, many of them began to express a strong desire to set up their own businesses, and thus the way was paved for Medusa.</li> <li>- The project has created many further entrepreneurial spin-offs – activity of women started also to encourage the men to do the same. The project has also stimulated a more pro-active approach to self-help and improvement.</li> </ul>	/ Forpescas (head office), Av. de Brasília, Pedrouços, 1400 Lisboa, Portugal T: +351 21301 7670 E: forpescas@mail.tel epac.pt.
<b>DEVELOPMENT OF RURAL KARDITSA (LEADER II)</b> – Karditsa, Greece	The project is led by Local Action Group of which leader organisation is the development Agency of Karditsa (ANKA).	Karditsa is characterized by mountainous landscape; it is an area of natural beauty and strong local traditions. However, this rural region has experienced severe economic and social decline in recent decades. The negative impact of the construction of a lake on some the areas most fertile land, poor access, insufficient health and educational facilities, and a general lack of services have prompted many young people,	<ul style="list-style-type: none"> <li>- The approach adopted was to promote the "integrated" development of the rural area by means of bottom-up innovative measures involving all the partners, as well as the community. These measures exploited the full range of local resources (human, natural, institutional, cultural and other).</li> <li>- The basic guiding philosophy was to transform weaknesses into assets and to focus on discovery and authenticity.</li> <li>- The promotion of rural tourism and other alternative forms of tourism was an area of considerable success. This has also had a leverage effect and resulted in the development of complementary activities in a number of other</li> </ul>	Mr Sakellariou / Development Agency of Karditsa (AN.KA) S.A, Evaggelos Allamani kai Blatsouka, 43100 Karditsa Greece T: +30 24410 42363 F: +30 24410 71636 E: anka@anka.gr

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		<p>who are disinterested in farming, to leave the area. This has resulted in a falling and ageing population. The objective of the project was to reverse the trend of decline by creating viable activities to provide rural community with additional income through economic diversification, improve their living conditions, and encourage residents to stay in the area.</p>	<p>sectors. It has also contributed to the expansion of community services.</p> <ul style="list-style-type: none"> <li>- Some of the most tangible results included: the establishment of hotels, leisure centres, 12 craft businesses (folk art, iron, woodwork, knitted garments), 12 agrifood businesses and two exhibition centres selling local products.</li> <li>- In total, 130 permanent jobs and 120 temporary jobs were created and further 90 jobs were safeguarded.</li> <li>- The success of the project, and its popularity among the local community, owes much to the role of the AN.KA, which was designed to be a flexible, transparent structure, which would have a close relationship with the community and be free from red tape.</li> <li>- The project has fostered a spirit of initiative and encouraged local innovation.</li> </ul>	
<p><b>LAPLAND CENTRE OF EXPERTISE FOR EXPERIENCE INDUSTRY - NEW MEDIA, ENTERTAINMENT AND DESIGN TO TURN TOURISM INTO AN EXPERIENCE INDUSTRY</b> – County Lapland, Finland</p>	<p>The Lapland Centre of Expertise is a partnership arrangement between the joint municipal authority of Rovaseutu, the University Foundation of Lapland, the joint municipal authority for education in Rovaniemi, the Kemi-Tornio Polytechnic, Lapland Marketing Ltd, Organisation responsible for developing Finnish Travel and Tourism industry, and</p>	<p>The project aims to develop experience products that are based on the nature and culture of Lapland through innovative cooperation between information technology, new media, tourism, the entertainment industry and design.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>- To develop the experience production and business in Lapland</li> <li>- To coordinate experience</li> </ul>	<ul style="list-style-type: none"> <li>- Lapland Centre of Expertise operates through a model called Triple Helix which is based on an interaction triangle between businesses, universities and public sector. Co-operation and joint projects offer added value to local businesses, universities and polytechnics as well as to the public sector, municipalities and regional developers.</li> <li>- The innovativeness of new products is based on the integration of different fields of know-how.</li> </ul> <p><u>Successes:</u></p> <ul style="list-style-type: none"> <li>- The overall income from experience industry has increased by 90% between 1994-2002 in Lapland and the number of new businesses during the same</li> </ul>	<p>Miikka Raulo, Director / Lapland Centre of Expertise for the Experience Industry Lapinkävijäntie 1 FIN-96100 Rovaniemi, Finland T: +358 16362 662 F: +358 16 362 662 E:miikka.raulo@el</p>

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	<p>municipalities in Lapland. The projects are developed and implemented in partnership between local businesses, educational institutes and public authorities.</p>	<p>excellence</p> <ul style="list-style-type: none"> <li>- To produce practical tools for business life and educational institutions</li> <li>- To increase employment and trade on experience industry</li> <li>- To promote cooperation between research sectors, higher education and industries</li> <li>- To boost experiential elements in present supply and to contribute to the creation of new experience products.</li> </ul> <p>The main target group is the businesses operating in the experience industry.</p>	<p>time frame has increased by 30%. The experience industry has also had a major impact on new business creation in the remote villages of Lapland.</p> <ul style="list-style-type: none"> <li>- The project has developed better circumstances and operational environment for local enterprises.</li> <li>- The project have developed new produces such as Aurora Borealis Testing Lab, which is the world's first testing environment for wireless experience and tourism services, as well as for mobile terminal devices. The Christmas tourism product of Lapland is developed through cooperation across business fields aiming to strengthen the position of Lapland as the top Christmas tourism destination in Europe. The special reindeer bone porcelain and the reindeer tourism as a whole are good examples of product development projects based on the culture of Lapland. <p><u>Lessons:</u></p> <ul style="list-style-type: none"> <li>- Importance of forward strategic planning. The better the action is defined and planned, the easier it is to implement</li> <li>- Prioritize by focusing on core competencies - there are too many on-going, inefficient local development projects.</li> <li>- In order to motivate different parties, particularly the private sector, the benefits have to be clearly presented.</li> </ul> </li></ul>	<p>amystuotanto.org</p>
<p><b>ENTERPRISE DEVELOPMENT BY THE GÖTA KANAL</b> – 4 municipalities in Göta Kanal region, Västra Götalands, Sweden</p>	<p>The project is implemented by four local municipalities, Göta Kanalbolaget AB, local tourist enterprises and organisations and Västra Götalands regional authority.</p>	<p>The project started from the idea of gathering all the local actors together to see what could be done to give the territory better conditions for the future. The project aims creating</p>	<ul style="list-style-type: none"> <li>- So far the project has succeeded to create 64 new jobs, preserve further 30 jobs, create 19 new businesses, increased the number of overnight stays by 6,000. The project results have been better than expected.</li> <li>- The first stage project activities consisted of</li> </ul>	<p>Ylva Wirtberg, BOX 83, SE-54522 Töreboda, Sweden T: +46 506 189 06 F: +46 506 125 99</p>

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		<p>opportunities for business entrepreneurs in four municipalities along the Göta canal and to make the territory more available to visitors and through that increase the number of visitors, create new jobs and create opportunities for new business creation and maximise the tourism benefits by prolonging the tourist season.</p>	<p>marketing, development of new adventure product and new beds in the accommodation facilities, new information posts and signs in the area, development of the fishing sector, environmental issues such as water protection etc. The second phase of the project is more focussed on entrepreneurship, networking and infrastructure developments.</p> <ul style="list-style-type: none"> <li>- The most important outcome of the project is that the faith in future has strengthened for all the actors involved in the project. The project has also increased co-operation and has been of paramount importance to the project. Residents have also adopted more positive approach with a new pride over their environment.</li> </ul>	<p>E: ylva.wirtberg@toreboda.se</p>
<p><b>CENTRE CATALÁ D'ARTESANIA</b> – Barcelona, Spain</p>	<p>The Centre was set up the Catalan Government in collaboration with crafts business.</p>	<p>The objectives of the centre are:</p> <ul style="list-style-type: none"> <li>- To promote the commercialisation of Catalan craft products</li> <li>- To divulge the knowledge on trades</li> <li>- To accredit the authenticity of craft activities</li> <li>- To give a response to the needs of craft companies so as to improve their competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>- The Center has succeeded to bring the crafts and artisans' products from rural areas closer to the markets and therefore benefit the rural communities across the region. The exhibition halls of the centre and the website also provide the opportunities to promote and exhibit rural craft businesses and their products.</li> <li>- The Centre has also help to professionalize the regional crafts market. The centre, among other tasks, accredits the authenticity of the crafts activity in Catalonia by granting a Craftsman Card to those persons who master a trade included in the List of Trades. Furthermore, Master Crafts Diploma is awarded to those people who have exercised their profession in an outstanding manner and the "PAQ" sign (Qualified Craft Product) certifies the standing of lines of product in accordance with the current legislation.</li> </ul>	<p>The Catalan Crafts Centre / Passeig de Gràcia, 55 08007 Barcelona, Spain T: +34 934674660 F: +34 934674670 E:cca@artesiania-catalunya.com</p>
<p><b>ANER 2 – DEVELOPMENT OF NEW RURAL</b></p>	<p>The following organisations participate in the programme ANER 2: UNCEAR - a rural</p>	<p>The project aims to develop a model that stops the outward migration in the mountainous</p>	<p>Particular <u>successes</u> include:</p> <ul style="list-style-type: none"> <li>- Co-operation of local authorities and their positive acceptance of the project.</li> </ul>	<p>Laura Ruiz ADEL-Sierra Norte (local action group)</p>

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<p>SETTLEMENTS - Sierra Norte of Guadalajara, Castille-La Mancha, Spain</p>	<p>development organisation, ADEL- a group of local action and University Alcalá de Henares.</p>	<p>areas north of Guadalajara (Sierra Norte). The project intends to diversify the local economy by creating a range of new SMEs. The objectives of the programme are:</p> <ul style="list-style-type: none"> <li>- To identify a community of people willing to establish their residency and workplace in localities in the Sierra Norte.</li> <li>- To assess existing infrastructures in those localities that can support new rural settlements.</li> <li>- To train young people in rural settlements so that they can start entrepreneurial activities, that can generate a dynamic local economic fabric.</li> <li>- To design inward investment projects that can be adopted in new rural settlements and that use local resources in innovative ways.</li> </ul>	<ul style="list-style-type: none"> <li>- Acceptance from the local communities.</li> <li>- High demand from aspiring rural settlers.</li> <li>- The project has been broadcasted locally, regionally, and nationally.</li> <li>- A study on employment demand in small rural localities.</li> </ul> <p><u>Lessons</u> learnt from ANER 1 and ANER 2 include:</p> <ul style="list-style-type: none"> <li>- The need to create a political and legal framework in support of new settlements.</li> <li>- The importance of developing an efficient approach to obtain results with limited resources.</li> <li>- The need to develop a social model that suits the needs and problems of an ageing population.</li> <li>- One of the main difficulties of the project is the lack of housing facilities or a host body in rural areas, which highlights the need to develop integrated policies for rural development.</li> </ul>	<p>Sta. Bárbara 5, 19250 Sigüenza, Guadalajara, Spain T:+34 949 3916 97 F:+34 949 3916 97 E:adel@adelsierran orte.org</p>