

BEST PRACTISE GUIDEBOOK IN AREA OF LOCAL DEVELOPMENT



NICOLE Project



Co-funded by the
Erasmus+ Programme
of the European Union

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NICOLE- Project

Problem Statement :

Many EU regions are relatively far from development centres and face numerous challenges in areas of sustainable local development. There is often a lack of advanced technical, transport, social and environmental infrastructure, lack of jobs but also a lack of skilled workforce, integration of the disadvantaged into the labor market and other functional sustainable local development schemes, but also innovative solutions in economic, social and environmental areas. In almost all indicators, development indicators show a significant lag behind the European average, and this also applies to areas that circumvent GDP and quality of life indicators (self-help, good governance, community building, social and crosssectoral cooperation, combating climate change, integration of vulnerable communities). For many years, the educational sector has lagged behind the most successful EU countries for many complex reasons. This is also reflected in the municipal area where elected representatives of local governments lack the knowledge, skills and experience of effective and transparent management for the future of their municipalities. The main challenges of local development nowadays include the fight against climate change and adaptation to climate change, the integration of long-term vulnerable and disadvantaged minorities, the outflow of young people, the establishment and maintenance of the integrity of local authorities and the maintenance of local social and economic development. However, if you do a local survey of the village's problems, most mayors will tell you instead that the village is badly missing a repaired square, repair a leaking road, or a fence in the local cemetery. Therefore there

is a need for specific training for elected local government representatives, particularly in the area of seeking quality responses to the above-mentioned global and local challenges. Despite everything in these border regions, there are present good governance practices, the fruits of the long-term efforts of enlightened managers, mayors and people who strive for a better life for all. The NICOLE project therefore sought to address the training of decision-makers, built on these good practices and case studies and enabled the sharing of the best practices, promoted the transfer of good governance practices and experiences, and by testing the training courses reinforced the further sustainable development of the lagging border regions.

Purpose of the project was : Improve the local development management skills of decision makers and as desired impact improve strategic and action planning and implementation of high quality social and economic development plans by local stakeholders.

Objective of the project: To increase awareness and knowledge of deputies and mayors of local governments, to improve their skills in managing local development and thus to improve planning and implementation of social and economic development of municipalities.

Specific objectives:

- 1). Increase the availability of best local development practices
- 2). Improve skills, competences, knowledge base of trainers/educator teaching local development stakeholders (primary target group)
3. Increase awareness and awareness, competence, knowledge and responsiveness of local development actors (secondary target group)

Realized project activities:

a) Preparation of local development tool (Municipal Profile) which utilises number of local, regional and national indicators to better understand and know the local problems, challenges, opportunities and smart ways of development.

b) Identification, collection, development and dissemination of good local development practices and publication them in form of a Best Practice Guidebook for other decision-makers and candidates of border regions of EU.

c) to prepare and develop and test a training course for decision-makers in areas of project interest (particularly integration of vulnerable communities, climate change, local development), to share and expand, to enrich local development schemes with new ideas, solutions and practices

(d) Preparation and provision of on-line tools for local decision-makers, local, regional and national actors (Indicators and best practices).

Project outputs:

- 1). Methodology of Municipal profiles (indicators)
- 2). Best Practice Guidebook - Handbook of best practices of local development on social entrepreneurship and other project priorities (how to ...?)
- 3). On line tool for local stakeholders (making local development planning more efficient).

Target groups :

- Trainers, educators of the partners active in adult education and trainings (30 persons)
- Local decision makers (mayors, councillors,) (300 persons in 7 countries)
- Local stakeholders interested in local development (community leaders, priests, NGO activists, farmers, entrepreneurs) - 70 persons

Trans-national dimension: The project builds on variety of local and national best practices of several EU countries and bring together numerous successful approaches that satisfy very different local development needs and conditions. This approach will provide universal set of tools that builds on differences but provide common -universal guidance and answers. Besides that the project provides big variety of skills and various knowledge from 7 countries.



IO2. Best practice and local development guidebook

Need analysis :

The partners decided to identify, collect best practices from areas of interest of the local municipalities, edit, process and publish a Guidebook that will serve the primary and secondary target groups. The Guidebook should consist of valuable best practices processed as case study in areas of bad need of the local municipality decision-makers : social entrepreneurship, effective inclusion of the excluded, climate change local adaptation and mitigation measures and related awareness raising and clear guidelines how to follow, learn from them and adapt them for local development needs. The primary target group (researchers, trainers of the project partners) will obtain self-made valuable training tool that will help them to deliver better strategic and action planning services and training in local and regional levels. The social entrepreneurship program (after initial failure in Slovakia in last decade) should be restarted with success stories and efficient smart management and local commitment.

Target groups : The Guidebook serves particularly the two target groups of the project (trainers and researchers, planners) and local municipal stakeholders (decision-makers and others). They will benefit from the Guidebook in different way. While the trainers will use it as textbook while delivering trainings the decision-makers will use it as source of inspiration, guidelines and best practices to be followed.

The main element of innovation is therefore the double benefit for various target groups. The Guidebook will be used as teaching and learning tool as well.

Expected Impact : Improved quality of delivery of strategic and action planning trainings for local decision-makers and enhanced capacity and variety of resources of the consortia partners trainers. Improved skills, knowledge and decision-making of local stakeholders in partners and European countries while adapting best practices and starting local social entrepreneurship initiatives .

Transferability: The Guidebook will exist in 6 languages of the partners + English and will be available through several sources: PADOR and EPALE dissemination platforms, cloud drive and portal of the Applicant and webpages of consortia partners, webpages of the local beneficiaries (municipalities) who used the profile methodology.

How to : The Applicant provided the partners and IO2 Work-group leader the Term of Reference of the Guidebook content including areas of interest and sample case study. The IO2 Workgroup leader will supervise and manage the overall work on the Guidebook. The processed and English/national versions of case studies were stored in applicant' webpages and in Project Google Drive cloud space. The partners announced the identified, selected and hired personnel who elaborated the planned outputs. The coordination happened through Partner meetings, through designated Project Google drive platform and through E-mail and social network communication as described in communication section. The draft Guidebook was tested in three selected partner countries led by relevant project partners who organized the testing learning/training mobilities with participation of local mayors to test the Guidebook use. The feedback, opinion and experiences were shared among the consortia partners and the Guidebooks got updated. The finished Guidebooks were then presented in multiplication events in Hungary and in Slovakia as well.



The Content of the Guidebook

EVALUATION OF THE QUESTIONNAIRES CONCERNING NATIONAL LEGISLATION

In **Hungary** and **Slovakia** there is a special law for the creation of strategic documents, which must be observed (often in connection with the relevant zoning plans), in **Estonia** this issue is addressed by the national document Estonia 2035. Even in **Italy** there are laws for the creation of strategies, but they are part of the spatial planning laws. It is similar in **Finland**, where this issue is dealt with by the Act on Regional Development. In the **Czech Republic** the law only defines strategic documents at various levels, but the whole process of strategic planning is not enshrined in law.

1. IS STRATEGIC REGIONAL DEVELOPMENT PLANNING ENSHRINED IN LAW IN YOUR COUNTRY? ARE THESE DOCUMENTS LEGALLY BINDING?

- In the **Czech Republic**, strategic planning is mentioned in the **Act on Municipalities** (which states that a municipality approves development documents of a municipality) and the **Act on Regional Development** (which

defines strategic documents at various NUTS levels). However, unlike spatial planning, they do not have a clear basis in law and are not legally binding.

- In **Hungary**, there is a **law on spatial development and spatial planning** which defines how the government as well as the state administration at the regional, county and local level can implement project plans in their area. The law regulates, among other things, the character of settlements or individual buildings in specific localities (eg it does not allow the construction of multi-storey apartment buildings in small municipalities, etc.). The law is legally binding, but it is so complicated that it can be circumvented to some extent.
- **Slovakia** - there is **Act No. 503/2001 on the support of regional development** - in the area of regional development planning, it is necessary to follow its binding rules.
- **Estonia** - at the state level there is a document **Estonia 2035**. Furthermore, each local government has its own strategy (development plan + budget + zoning plan) and all documents are binding.
- In **Italy**, urban planning and spatial planning has a long tradition since the Middle Ages - originally mainly in cities, later it spread throughout the territory. Strategic planning is a part of the spatial planning laws from the 1960s-1990s. years of the 20th century. The legislation was unified in 2001 into one law, which is binding and mandatory.
- Strategic planning, or regional development in **Finland** is governed by the Act on Regional Development and Implementation of EU Regional and Structural Policy, which was reformed in 2021. At the same time, there are other related laws from 2021, such as the Act on Financing Regional Development and EU Regional and Structural Policy Projects and the Act on State Subsidies for Business Development in 2021-28. The Acts define the goals and priorities of regional development and also, for example, establish support according to individual regions in Finland.

REGIONAL / LOCAL PLANNING and BEST PRACTICES

1) CZECH REPUBLIC

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

2) ESTONIA

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

3) FINLAND

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

4) HUNGARY

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

5) ITALY

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

6) SLOVAKIA

- a) Overview of working national / regional programs
- b) Case Studies : Examples of successful local practices or failures

Explanatory Notes :

Introduction to the national policies / legislation on local strategic and action planning, based on survey done by SPLAV, Czech Republic.

Short overview of the national requirements towards municipalities (e.g. what they must prepare and have at local level, their duties in area of strategic and local action planing,). There can be Act/Law citations however not whole passages but more informative and clear explanations. Example : Slovak Act on Support for Regional Development 539/2008Zz. The basic documents of regional development support are : National Strategy of RD, Regional strategy of RD, Municipal development programs or Common / Shared Program of several municipalities. You can mention the areas which should be addressed by these programs like : human resource, infrastructure development, nature conservation, culture, civic society, etc... The Municipal program should consist of :
a) analytical part, which contains a comprehensive assessment and analysis of the initial situation of the municipality, estimation of its future development, possible risks and threats in relation to existing strategies and concepts and use of internal potential, its limits and development, defining conditions for sustainable development,
b) the strategic part, which contains the development strategy of the municipality taking into account its internal specifics and determines the main directions, priorities and objectives of the development of the municipality by respecting the principles of regional policy in order to achieve balanced sustainable development,
c) the program part, which contains in particular a list of measures and activities to

ensure the implementation of the development program of the municipality, **d) the implementation part**, which is focused on the description of institutional arrangements in the form of partnership and organizational implementation of the community development program, system of monitoring and evaluation of community development program with measurable indicators, material and time schedule of community development program in the form of action plans, and **e) the financial part**, which contains the financial support of individual measures and activities, the institutional and organizational aspects of the implementation of the community development program.

a) Overview of working national / regional programs
 Here you can describe existing, national or regional programs that address the areas of interest of our project : social entrepreneurship, effective inclusion of the excluded, climate change local adaptation and mitigation measures and related awareness raising and clear guidelines how to follow, learn from them and adapt them for local development needs. The Italian description of these programs are here acceptable or my description of the Kosice Regional Social Enterprise (which does not have enough data and outputs to be a best practice yet...)

b) Case Studies : Examples of successful local practices or failures
 Here we should describe the examples of successful local practices or failures with recommended structure below. We agreed that at least 3 such an examples of successful local practices should be described by each country. If possible they should follow the recommended structure below.

These practices (if possible) should be escorted with images (delivered independently with clear instruction where in text to place them).

Recommended structure of the Case Study :

- 1) General introduction about the institution (structure, type, area of activities, number of employees, its objectives, mission, vision - if applicable + contact data)
- 2) Introduction to the Case Study :
 - what problems were addressed
 - description of starting point /situation
 - who acted - was responsible for solution
- 3) Main Initiatives, programs, services, products or activities of the institution
- 4) Target groups (who benefit from existence and services or products of the institution)
- 5) What was achieved (Impact / Results)
- 6) Sources of income (EU funds, regional support, city support, private support ...?)
- 7) Images
- 8) References, testimonies



1) CZECH REPUBLIC

a) Overview of working national / regional programs

Strategy of community-led local development of the LAG SDRUŽENÍ SPLAV for the period 2021-2027

Territorial development strategy of the Local Action Group (LAG) Sdružení SPLAV is an example of the process of elaboration of a strategic document for the development of a territorial unit. The reason for elaborating the strategic plan was the need to create a basis for conceptual management of the development of the territory under the administration of the LAG and at the same time a basis for obtaining grant funds for the implementation of the proposed measures.

1. CONTRACTING AUTHORITY, PROCESSOR, PROCESSING DATE

Submitter: Ministry for Regional Development, Czech Republic

Prepared by: Sdružení SPLAV, z.s., Rychnov nad Kněžnou, Hradec Králové Region, Czech Republic

Processing date: 2/20 – 2/21

Document scope: 37 pages and 6 annexes

Link to full version:

2. ASSIGNMENT, PURPOSE AND OBJECTIVE OF THE STRATEGIC PLAN

Strategic plan of LAG Sdružení SPLAV for the period 2021-2027 is a development document for the LAG's territory, which includes 31 municipalities in the Rychnov nad Kněžnou district in the north-eastern part of

Bohemia. The document is mandatory for each LAG to be able to use EU funds for the relevant programming period. Strategy begins on the previous strategy (for 2014-2020). The contracting authority of the strategy is the Ministry for Regional Development of the Czech Republic. The strategy was prepared by the LAG Sdružení SPLAV on its own in the years 2020-2021, approved by the LAG General Meeting and approved by the Managing Authority of the Ministry of Regional Development in August 2021.

The whole document was processed according to outline created by MMR. The use of this outline was not mandatory for the LAG, but recommended. The strategy has 4 basic chapters - Description of the LAG and its territory; Analytical part; Strategic part and Implementation part.

The LAG of the Sdružení SPLAV is one of about 200 LAGs in the Czech Republic. For the development of their regions, these LAGs ensure both the elaboration of strategic development plans and financial resources to support their implementation. These funds come from the EU structural funds with a contribution from the Czech Republic. LAGs always prepare their strategy for each programming period of about 6 years, both LAG employees and members, as well as other public from the region, cooperate in its preparation.

The aim of the strategy and its creation is to set the region's development priorities on the basis of a detailed analysis of its potential and to obtain financial resources for their fulfillment.

Expected users of the strategic plan

1. **SPLAV Association, z.s.** - the strategy is the basis for the selection of the projects from the territory supported by EU funds

2. **Municipalities, NGOs, entrepreneurs from the LAG territory** - the strategy is a thematic guide and inspiration for the preparation of their own plans

3. **Public administration bodies** - the developed strategy approved by the Ministry is a proof of the responsibility and conceptuality of the LAG's activities as a partner in joint activities

3. BACKGROUND, METHODS USED, WORK SCHEDULE

The introduction of the conceptual part briefly defines **the area of interest of the strategy**, which is identical to the territorial scope of the LAG. It consists of 31 municipalities with an area of 48,097 ha and 35,912 inhabitants (1.1.2020). The following is a very brief description of the 18-year history of LAGs - LAGs Sdružení SPLAV is one of the longest-running LAGs in the Czech Republic.

The involvement of the community in the processing of the document is then described in more details. In the case of LAG territorial strategies, community involvement should be intensive and this strategy confirms this. The LAG worked closely with all 54 LAG members to process the document, so it had direct information from the vast majority of municipalities in the area. She communicated with them both remotely (e-mails, telephones) and directly at regular general meetings and on meetings with management and citizens in each of the municipalities. Through websites, social networks and personal contacts, it also organized a survey for all residents in the area, as well as several discussion groups.

This was followed by a **socio-economic analysis** based on a combination of two different methods of obtaining information about the territory. The essence of the expert method is to obtain objective information on the basis of statistical data, spatial planning documentation, professional documents, etc., the community method is to obtain information from local actors in the form of meetings, interviews, questionnaires, etc. The LAG uses both methods to develop the strategy. Due to the fact that the analysis was

elaborated in detail in a separate attachment, the document itself contains only a summary of the most important findings from this analysis. Socio-economic analysis results in a traditional **SWOT analysis** and thus defines the strengths and weaknesses, opportunities and threats of the region.

The evaluation of the **Development Potential** follows. For this evaluation, the area was divided into two areas with relatively different characteristics - mountain and foothill areas. Each of these areas has a different potential for further development. Based on the performed analyzes and evaluations, a list of 15 **Development Needs** was compiled as a basis for setting objectives of the SPLAV Association in the development of the Rychnov region - describes the drawbacks that need to be gradually eliminated in the area for its further successful development while taking into account the region's real potential.

The third chapter is the **Strategic part**, which contains the **Vision** of the situation in the assessed area at the end of the planned period and the 3 **Strategic Objectives** based on it. To meet them, 15 **Specific Objectives** and 14 **Measures** were defined. The measures mingle in both strategic and specific objectives. The LAG's strategy is elaborated in such a way that the individual problem areas, goals and the measures themselves are interconnected and it is not possible to implement the goals and measures individually. The strategy uses a matrix to show a clear link between all measures. This is most often a factual and also a time connection of different value.

The next part of the document describes the link to other **Related strategic documents**. Strategy of LAG area is closely intertwined with both the directly superior development document - the Development Strategy of the Hradec Králové Region for the period 2021-27 and the basic development document of the Czech Republic, the Regional

Development Strategy. Of the Czech Republic 2021+. All LAG measures are based on Strategic Objective No. 3 of the Strategy of the Czech Republic, which is focused on the so-called Regional Centers of Higher Order and their background and its specific objectives. The whole territory of the LAG belongs into this category.

The final **Implementation part** of the document first describes the activities and structure of the LAG, incl. individual Communication Elements both within the LAG (between LAG staff and members) and towards the public. Following is a description of the **Animation** of entities in the territory to participate in the implementation of the strategy objectives and also a description of the LAG's **Cooperation** in the implementation of the strategy at the local, regional, national and international levels.

An important part of the strategy is always the feedback - a description of how the implementation of the activities listed in the strategy can be evaluated. The LAG must follow the **Indicators** listed in the so-called national code list of indicators. They are used to assess how the LAG manages EU funds. At the same time in addition to mandatory indicators, LAG also monitors its own values of indicators. For each of the strategic objectives, it has set one output indicator, which will monitor the immediate output of the objective, and 2-3 result indicators (results arise in connection with project activities that have a significant impact on them, but achieving the result is partly dependent on influences independent of project activities).

The document concludes with a description of **Risks** to the implementation of strategic plans, the degree of their severity and readiness to eliminate them.

4. DOCUMENT OUTLINE

The Territorial Development Strategy document currently forms the so-called conceptual part with 37 pages, which has 6 separate annexes. The most extensive annex is a socio-economic analysis of the territory, which has 29 pages. The conceptual part of the strategy will be followed for the same period by thematic strategic / program frameworks (Human Resources, Rural Development, Entrepreneurship, Environment, ..) with a detailed list of action plans containing specific activities, a schedule for their implementation and method of financing.

Content

1. Description of the LAG's scope and description of community involvement in strategy development
 - Defining the territorial scope of the strategy, brief socio-economic characteristics of the area
 - Description of community involvement in strategy development
 - Description of the history and experience of the LAG
2. Analytical part
 - Socio-economic analysis, SWOT analysis
 - Analysis of development needs and development potential of the territory
3. Strategic part
 - Strategic framework, vision, strategic goals.
 - Specific objectives and measures of the Strategic Framework
 - Link to superior strategies, description of integrated and innovative features of the strategy
4. Implementation part
 - Description of management, including management and implementation structure
 - Description of animation activities, description of cooperation
 - Description of monitoring and evaluation strategy. Indicators at the level of strategic objectives
 - Risk analysis

The document has the following attachments:

- Territory profile - analytical part of SCLLD, SWOT analysis
- Evidence of community involvement in the creation of SCLLD 2021-2027
- Problem tree, Goal tree, List of measures

5. OUTPUTS AND RESULTS

In this chapter, excerpts from the strategic plan of the SPLAV Association are given as an example

Summary of the analysis according to the expert method (statistical data and other professional documents):

- The territory of the LAG is located on the border with Poland and is relatively rugged, a large part consists of the Eagle Mountains and their foothills
- Medium-sized rural municipalities predominate, larger towns and villages are located only in the foothills
- The population density is below average of the territory of the CR especially in the mountainous part
- The center of the whole area is the town of Rychnov n / K with about 11 000 inhabitants.
- The number of inhabitants in the area have been varying, mostly smaller municipalities are growing
- The share of the children's component is decreasing, and the number of seniors is growing significantly.
- Settlement stability is low in the mountain part of the LAG, in other areas it is average
- The education of the population is below average in comparison with the CR
- The whole LAG territory has a very low unemployment rate
- More inhabitants (compared to the Czech average) commute to work to another municipality
- The proportion of people who do not live permanently in the area is higher than average

- The equipment of the technical infrastructure in the foothills is relatively good, and worse in the mountains
- Technical infrastructure is often in poor technical condition
- The mountainous part of the territory has poor transport accessibility to more distant regional centers
- Traffic intensity has increased significantly in recent years
- Transport accessibility to the "central" city of Rychnov nad Kněžnou is good from all parts of the region
- Especially small or mountain villages have poorer facilities and other elements of civic infrastructure
- The quality of housing in the area is relatively good, but with lower housing construction after year 2000
- There is a busy social life in most municipalities
- There is one dominant employer (ŠKODA AUTO Kvasiny) with almost 10 thousand employees
- Other traditional industrial activities has been significantly scaled down in previous years
- Agricultural activity is widespread throughout the territory, especially animal production
- The environment is at a good level (large number of green areas, including protected areas, low air pollution, continuous waste disposal)
- The territory has an above-average share of forests in comparison with the CR
- A large part of area is occupied by the Eagle Mountains Protected Landscape Area
- The area is attractive for tourists, but relatively less visited yet

Summary of the analysis according to the community method (questionnaire surveys, debates):

- The peace and quiet associated with the nature are typical for the region

- The biggest changes in the region are taking place in the area around the Kvasiny industrial zone
- Although the industrial zone brings many job opportunities, its negative effects prevail - excessive traffic load, environmental pollution, crime, lack of housing, etc.
- The best places to live are the villages in the southern part of the area near Divoká Orlice and the Orlické Mountains
- The most frequent turistic places are the Eagle Mountains and the village of Potštejn
- The problem is the lack of health services in the area, the need for social services for the elderly will increase
- Most funds should go to transport and the environment (water management)
- There are occasional conflicts between residents and inhabitants who stay here only temporarily and tourists
- There are too many temporary residents, they do not pay fees, they use the capacities of services
- The territory is very outlined and is on the edge of the regional and the state interest.

Strategic framework

In planning the strategy for the period after 2021, the LAG assumes that, despite the weakening of the economic situation of citizens and the state as a result of the coronavirus epidemic, people's economic needs are in principle met. The area is economically, ecologically and socially stable, without dramatic shocks, the standard of living of citizens is above average in the Czech Republic. Therefore, in its new period, the LAG considers the use of this situation to expand areas of interest in lasting and societally important values, such as sustainability, responsibility, belonging, cooperation, both in local and international meaning. At the same time, however, the LAG members wish to remind them the less fundamental aspects of life and to contribute to the diversity of life by supporting the diverse hobby activities of citizens.

VISION Rychnovska 2021-27:

THE REGION'S ECONOMIC STABILITY IS AN OPPORTUNITY FOR FINDING AND SHARING NEW COMMON VALUES

The issue of regional development was grouped into priority areas - ENVIRONMENT, CITIZENS, ECONOMY

The objectives of the LAG and the territorial development priorities have been organized in the [Objective Tree](#) and the [Measure Overview](#) so that the connection between the identified problems, the objectives of the LAG in their solution and the steps by which it intends to meet these objectives is clearly documented. Following the identification of 3 priority areas, the LAG has set the following objectives as its basic strategic objectives for the period 2021-27:

1. THE REGION IS READY FOR ENVIRONMENTAL PROTECTION (ENVIRONMENTAL problem area).
2. THE REGION IS READY FOR DEMOGRAPHIC AND SOCIAL CHANGE (CITIZENS problem area).
3. THE REGION IS READY FOR ECONOMIC DEVELOPMENT (MANAGEMENT problem area).

Indicators of strategic objectives and coherence of SCLLD objectives and measures

Strategic objective	Strategic goal indicator	Specific objective	Measures of the Strategic Framework
A. THE REGION IS READY TO PROTECT THE ENVIRONMENT.	Number of actions leading to	1. The rural and natural character of the region is conceptually	A1 Healthy environment in the open countryside

	environmental protection	protected from inappropriate construction activities	A2 Maintained environment in settlement. B1 Stimulating education and training C4 Reliable information and cooperation	
	Number of parts of municipalities in the territory connected to public transport	Coefficient of ecological stability	2. Renovated technical and transport infrastr.and modern eco technologies do not harm the environment	A3 Safe transport infrastructure A4 Economical technical infrastructure C4 Reliable information and cooperation
			3. Settlements and the landscape are adequately protected from crisis situations.	A1, A2 B1 B6 Responsible public administration and security C4
			4. The extent and quality of agricultural and forest land, locally relevant natural vegetation and elements, waters, plants and animals in the landscape are stabilized.	A1 C4
			5. Citizens are interested in the environment and are aware of their responsibility for its quality.	B1 C4
B .THE REGION IS READY FOR DEMOGRAPHIC AND SOCIAL CHANGES.	Number of actions leading to preparedness for demographic and social change	1. Social bonds in family and communities are permanent and functional, communities are responsible for	B1, B3 Beneficial health and social care B2 Affordable housing B4 Respected culture and tradition	
	Total population			

	Proportion of pre-productive age population (%)	their members and citizens are responsible for the prosperity of the community.	B6 C4
	Proportion of population aged 15 and over with secondary and higher education (%)	2. Lifelong learning is provided through diverse and accessible educational programs and institutions.	B1 C4
		3. Sufficient public and individual care is given to disadvantaged citizens in order to involve them in society.	B3, B6 C4
		4. The citizens of the region live healthy and active life and have good living conditions.	B1, B3 B5 Versatile sports and leisure activities C4
		5. Citizens are aware of their responsibility for common goals and lasting values that protect them from temporary influences and interests.	B1 C4
C.REGION IS READY FOR ECONOMIC DEVELOPMENT	Number of actions leading to economic development Number of tourists in the region per year	1. The region is developing as a place for sustainable living and tourism.	C4, C3 Useful services, trade, crafts B1, B2
	Number of entrepreneurs per 1,000 inhabitants Unemployment rate (%)	2. A sufficient supply of basic services and a variety of alternative jobs stabilizes the population of the region.	A2 B1, B2, B3, B4, B5, B6 C3, C4

	3. Municipalities, entrepreneurs and the non-profit sector cooperate in a variety of activities.	B1 C4
	4. Economic sectors are developed in coordination with the absorption capacity of the region, prioritizing diverse local production and local marketing services.	C1 Prosperous agriculture C2 A considerate industry C3, C4
	5. Historically and socially significant places, objects and elements are preserved, maintained and used.	B1, B4 C4

The name of the measure was always listed only once to reduce the scope of the table.

6. USE OF THE DOCUMENT, EXPERIENCE OF THE CONTRACTING AUTHORITY, PROCESSORS AND USERS OF THE DOCUMENT - BENEFITS, ERRORS, RISKS, RECOMMENDATIONS

This document is relatively fresh, so it will be more appropriate to inform about its use and experience with it at a certain time distance. However, based on experience with the similar documents prepared for the previous periods, we can tell that the document is relatively widely used mainly by the LAG office (processor), which uses it especially in preparing detailed program frameworks for individual development grant programs, selecting topics and creating evaluation criteria of supported projects. Analytical data are used as a basis for the LAG's own project activities. As mentioned, the

document is also a necessary condition for obtaining funding from EU and Czech funds for the development of the region.

The data and findings contained in the strategy are also used by other entities as a source of information for their own strategic planning and project activities, or as a model for their own strategic document.

This document was prepared according to the uniform outline and to the binding extent set by the Ministry of Regional Development for all LAGs in the Czech Republic. The advantage is its clarity and comparability, on the other hand, the document can hardly highlight and take into account the specifics of different areas. It is difficult or impossible to obtain the necessary statistical data for the LAG territory, which does not include the official territorial units.

Citizens' opinions in community surveys are also very diverse, but the drafter must be open to them, not insist on his own thoughts and, conversely, stimulate discussion and think about the opinions of others.

At the same time, however, it is important to give the development strategy clear content, direction and objectives. Although LAGs in the Czech Republic have almost 15 years of history, their stabilization as a trusted mentor and development partner has only gradually taken place in recent years. Therefore, the LAG needs knowledge of the environment - territory and **entities, reliability, stability and helpfulness, but also persuasiveness, expertise and stability of opinions.**

January 2022

For the internal needs of the NICOLE project, Sdružení SPLAV, z.s.

b) Case Studies : Examples of successful local practices or failures

DEVELOPMENT STRATEGY OF THE VILLAGE POTŠTEJN IN THE YEARS 2016-26.

The development strategy of the municipality of Potštejn is an example of the process of elaborating a strategic document for the development of a small municipality. The reason for the strategic plan elaboration was the long-term disunity of the municipality caused by the two dominant functions that the municipality performs - residential and tourist and the conflicts between them. A secondary reason was the clarification of the

possibility of subsidy support for various investment and non-investment plans in the municipality.

1. CONTRACTING AUTHORITY, PROCESSOR, PROCESSING DATE

- **Submitter:** Obec Potštejn, Královéhradecký kraj, Czech Republic
- **Prepared by:** Sdružení SPLAV, z.s., Rychnov nad Kněžnou, Hradec Králové Region, Czech Republic
- Processing date: 2/16 - 2/17
- **Document scope:** 58 pages and 6 anexes
- Link to the full version::

2. ASSIGNMENT, PURPOSE AND OBJECTIVE OF THE STRATEGIC PLAN

The municipality of Potštejn, represented by the mayor, asked the Local Action Group Sdružení SPLAV to draw up a strategic plan for the development of the municipality for the period 2016-26. It was agreed that the LAG staff will prepare a document in accordance with the methodology of the Ministry of Regional Development, i.e the analytical, strategic and implementation parts. The creation process was agreed to be combined - **expert** mainly by the employees of the SPLAV Association and **community** with the involvement of representatives of the municipality, other selected organizations and the public of the municipality.



The village of Potštejn is a traditional tourist center of the region with many historical and natural attractions and high number of their

visitors. At the same time, it is one of the larger settlements in the region and is a permanent home for almost 1,000 citizens. Intensive tourism brings them many advantages, but also disadvantages. Both functions of the village - residential and tourist need to be maintained but developed in mutual symbiosis.

The municipality of Potštejn has developed a zoning plan as a basis for conceptual functional use of its territory, but there does not exist a similar strategic document that would organize activities in the municipality from the point of view of chronology, interrelationships, citizens 'needs and investors' financial capabilities. Such role can fulfill the Strategic Development Plan.

The aim of the strategic plan and its creation was in cooperation of the community of citizens, its leaders and employees of the Local Action Group Sdružení SPLAV to design a system of gradual steps leading to the development of the village as an important tourist destination while maintaining and improving the quality of life of permanent residents.

Expected users of the strategic plan:

1. **The municipal council of Potštejn** - by using the recommended measures and their time sequence the advantages of the municipality can be used more effectively while maintaining the civil peace.
2. **Residents of the municipality Potštejn** - all projects prepared in the area of the municipality will be compared with the recommendations of the strategic plan, harmful effects on the environment of the municipality will be reduced.
3. **Investors in the municipality of Potštejn** - the strategic plan will be the basis for the decision about the implementation of the project, it will guarantee the compliance of the planned activity with the development of the municipality and its acceptance.

4. **Providers of subsidies, public institutions** - the strategic plan will be a proof of conceptual planning in the municipality and the concordance of the submitted project with the long-term plans of the municipality.

3. BACKGROUND, METHODS USED, WORK SCHEDULE

A combination of expert and community methods was used to develop a strategic development plan for the municipality. The **expert method** is based on objectively determined statistical data and their comparison with municipalities with similar development conditions. The data of the Czech Statistical Office, the Office of the Hradec Králové Region and other organizations (especially state and public administration) were used as a source of this information. The **community method** is based on gathering many subjective opinions of representatives of various target groups, their mediation and evaluation. The source of this information is questionnaire surveys, guided interviews, discussions, public hearings, etc.

The document Strategic Development Plan of the municipality of Potštejn is the basis for the development of the municipality in the years 2016-26. Based on the description of the area in the form of objective data from statistical surveys and subjective opinions of the participants in the questionnaire survey, the **Area Profile** was prepared and its **Analysis** was performed with the determination of strengths and weaknesses, opportunities and the biggest problems - **SWOT**. Furthermore, the ideal **Vision** of the municipality development was formulated and three **Strategic Objectives** for its fulfillment were set. These goals therefore include both the objectively captured needs of the municipality described in the profile of the territory, as well as the social preferences formulated in the vision. Each of the strategic objectives is further divided into more detailed **Specific Objectives**, for which steps

to achieve them are proposed in the form of **Measures**.

Indicators with an initial and target value were assigned to each Measure. The scale of fulfillment of them is a measure of the achievement of the objectives of the strategic plan and verification of the correct setting of procedures. The fulfillment of indicators should be continuously monitored and evaluated once a year. Based on the information obtained in this way, the evaluation of the strategic plan should be carried out twice during its period of validity - in 2020 and in 2025. In these periods, the strategic plan may be significantly modified. Minor changes - extension of measures, reformulation of objectives, changes in the action plan may occur more often as needed, but always after the discussion and approval of the proposal in the municipal council.

The **Action Plan** is also attached to the document, it is a list of planned projects fulfilling the measures of the strategic plan. Each project is provided with information about the possibility of financing and included in the time schedule, which determines the order of implementation of projects. The main aspect of the term setting of implementation is the necessity of the project from the point of view of the municipality and also the possibility of co-financing subsidy sources from EU and Czech funds. The action plan is always planned for a period of 2 years,

4. DOCUMENT OUTLINE

The document was prepared according to the following outline:

1. Introduction

- Basic information about strategy, concepts
- Organization of document creation (team, partners and responsibilities, costs and schedule)
- Context and purpose of strategy creation, related strategic documents
- Users

2. Definition and analysis of solved problems

- Definition of the issue, existing measures
- Environment and its expected development, development at zero variant
- Summary of results of key expert analyzes (territory, population, economy, infrastructure, facilities, environment, public administration,...)
- Summary of the results of community surveys
- SWOT analysis, evaluation, definition and hierarchization of problem topics

3. Vision and basic strategic direction

- Vision of direction, name and description of strategic goals

4. Description of objectives and individual strategic areas

- Name and description of specific objectives, impacts of fulfillment
- List and description of measures, results and outputs of their implementation, indicators

5. Strategy implementation

- Management structure and system
- Plan of the implementation of activities
- Monitoring and evaluation system
- Risk management system

6. Strategy creation process

- Authors and description of the strategy creation process

The document has the following attachments:

- Detailed area profile
- Evaluation of the questionnaire survey
- Table of system of goals and measures
- Action plan for the whole period
- Annual action plan for the near future
- Photodocumentation

5. OUTPUTS AND RESULTS

In this chapter, excerpts from the strategic development plan of the municipality of Potštejn are given as an example.

Analysis - summary

Potštejn is an attractive village located in the picturesque location of the Divoká Orlice valley. It has a very rich history, but also today it lives a lively social life. The population of the village has been growing slightly in recent years and is approaching the limit of 1,000 citizens. The growth of the population is mainly caused by active migration to the village. Older residents move to it, so the village has a relatively high average age and the share of the post-productive age population. On the contrary, the municipality has less economically active citizens.

A large number of civil associations operate in Potštejn and a large number of cultural, sports and other social events are held every year.



Potštejn offers job opportunities in several companies, a relatively large part of the population works in services and other sectors for tourism. However, the overall supply of job opportunities in the municipality is insufficient, so a large part of the economically active inhabitants of the municipality must commute to work to neighboring municipalities and cities. Relatively few inhabitants of Potštejn work in agriculture.

The village has relatively good transport links to the surrounding villages and more distant regional centers. It is also located on the railway line connecting the village with the regional center of Hradec Králové and through it with the capital city of Prague.

More and more people use cars for transport, as well as for the transport of goods by road, so the intensity of traffic is increasing. The part of the village through which the 1st class road passes is thus negatively affected by the transit traffic of both passenger cars and especially long-distance freight trucks.

The village is connected to the public water supply and has its own water treatment plant. Sewerage network incl. the WWTP is introduced only in a part of the municipality, its extension to the peripheral parts is expected.

There is a sufficient number of houses and flats for living in Potštejn, in addition to which new housing construction is underway. Other plots for the construction of new family houses are ready with the engineering network. The village also has a relatively high proportion of houses used for recreation.

Basic civic amenities are located directly in the village - post office, kindergarten and primary school (for 1st-5th grade), hall for cultural events, gym, sports and playground, medical facilities and a nursing home. It is only necessary to commute to the surrounding towns for specialized services, but their transport accessibility is very good. The great advantage of Potštejn is the number of historical, cultural and natural monuments in its territory. The village has a developed infrastructure for tourism, there is a number of accommodation and catering facilities, there are regularly held several events that go beyond local importance. The residential and recreational functions in the village are thus largely intertwined. The development of the business environment is also related to the development of tourism. The cooperation of the business sector in the development of the municipality has certain reserves and at the same time great potential.

Problem areas - summary.

The issue of community development is divided into three topics (problem areas).

ENVIRONMENT. The overall problem of the whole region is: Decreasing the quality of life and the environment. The analysis of the municipality shows that the quality of the natural environment is relatively good, but it is getting worse due to various influences. It is mainly a traffic load by both transit and local transport, including parking for visitors of the village. This causes excessive dust, noise, greenery damage and endangers the safety of citizens. Sidewalks and technical infrastructure are missing in the part of the village, the existing networks run to seed. The environment is disrupted by the construction and operation of some visitor services and events significantly exceeding the capacity of the municipality.

CITIZENS. The overall problem of the region in this area is: Deterioration of the demographic and social structure of the population. The analysis of the situation in the village shows that the population is aging due to the immigration of people of post-productive age to their private recreational facilities. This reduces the share of economically active citizens and cause conflicts between individual interest groups
Set of goals and measures and their indicators

of citizens - recreational residents requiring peace, younger citizens with families emphasizing services and civic amenities for families, jobs, transport services, etc. and visitors to the village interested in visitor services, enough parking spaces, easy access to tourist destinations, etc.

BUSINESS. The overall problem of the region is: Reducing the diversity of business activities. The region has a low level of education of the population and a small number of self-employed people. The municipality is more of an exception in this, because more jobs in services are created on its territory due to business activities. However, the development of business requires greater regulation, because in some cases (inns open hours, organization of markets, fairs, shows, etc.) activities exceed the capacity of the municipality and disrupt its architectural character and residential function.

Vision

Development of the tourist potential of the village while maintaining the quality of life of permanent residents.

Strategic objective	Specific objective	Measure	Indicator
A. Good environment <u>Indicator:</u> citizen satisfaction	A.1 Technical infrastructure provided <u>Indicator:</u> the amount of funding for technical infrastructure	A.1.1 Construction and repair of sewers and WWTPs	Number of inhabitants connected to public sewers and WWTPs
		A.1.2 Construction and repair of water mains and water sources	Length of repaired water mains (m)
		A.1.3 Construction and repair of electrical wiring and locks. lighting	Length of repaired public lighting line (m)
	A.2 Transport infrastructure supplemented <u>Indicator:</u> the amount of financial resources	A.2.1 Construction and repair of roads for pedestrians and cyclists	Length of newly built / reconstructed sidewalks (m)
		A.2.2 Construction and repair of roads for motor vehicles	Length of repaired local roads (m)

	for the transport infrastructure	A.2.3 Rehabilitation of railway lines and stations	Increasing the number of transported persons
	A.3 Environmental risks reduced <u>Indicator:</u> the amount of financial resources to reduce the threat to the environment	A.3.1 Implementation of anti-flood measures	Number of implementations of anti-flood measures
		A.3.2 Implementation of safety and environmental measures in transport	Number of projects leading to safety in transport
		A.3.3 Removing barriers to pedestrian traffic	Number of projects that lead to the removal of barriers
B. Satisfied and cooperating citizens <u>Indicator:</u> migration balance	B.1 Basic needs of citizens provided <u>Indicator:</u> the amount of funding for citizen infrastructure	B.1.1 Construction and repair of basic citizen buildings, equipment and services	Number of reconstructed civic facilities
		B.1.2 Construction and repair of the housing stock	Number of newly built / reconstructed dwellings
		B.1.3 Construction, repair and operation of community, social and health services	Number of reconstructed buildings for the operation of social services, services
		B.1.4 Support for the creation and maintenance of jobs for the population	Amount of financial resources for job support / year (thousands of CZK)
	B.2 Conditions for peaceful coexistence in the village created <u>Indicator:</u> the amount of financial resources for business, cultural and sports activities	B.2.1 Coordination of business activities	Number of entrepreneurs / 1000 inhabitants
		B.2.2 Coordination and regulation of cultural and sports activities in the municipality	Number of regulations of activities in the municipality
	B.3 Civic life developed <u>Indicator:</u> the amount of financial resources to ensure civic life	B.3.1 Organizing cultural and sports events for the public	Number of organized cultural and sports events per year
		B.3.2 Provision of equipment for association and hobby activities	Amount of financial resources for the civic activities / year
		B.3.3 Construction and repair of facilities for association and leisure activities	Number of reconstructed facilities
	C. Economic evaluation	C.1 Infrastructure for tourism provided, tourist	C.1.1 Construction, repair and equipment of services for tourism

<p>of the potential of the municipality</p> <p><u>Indicator:</u> Number of tourists who visit the village each year</p>	destinations promoted	C.1.2 Increasing the capacity, equipment and quality of parking spaces	Number of new parking spaces
	<p><u>Indicator:</u> : the amount of funds for the development of tourism and promotion of the municipality</p>	C.1.3. Maintenance of historical attractions	Number of projects for the purpose of maintenance of historical attractions
		C.1.4. Maintenance of natural attractions	Number of projects for the maintenance of natural attractions
		C.1.5. Promotion, presentation and cooperation of the municipality	Number of activities (events, projects) organized together with surrounding municipalities or other entities
	<p>C.2 The urban and architectural quality of the village is protected</p> <p><u>Indicator:</u> The amount of funding for the maintenance of all public. spaces</p>	C.2.1 Modification and equipment of public spaces and playgrounds	Area / number of repaired public spaces and playgrounds (m2)
		C.2.2 Plant care	Area of newly maintained public greenery (m2)
		C.2.3 Elaboration of conceptual documents for the regulation of construction and other activities	Number of elaborated conceptual documents

For each objective and measure, a min. 1 indicator monitoring the fulfillment of the was suggested. For each indicator the initial and target value was always specific (the deadline for reaching the target value was most often in 4-5 years from the setting of the initial value), so as the source by which the value of the indicator could be verified (eg municipal reports) and the entity that was responsible for indicator (usually a municipal council).

The implementation of the strategic plan to the municipality's activities takes place under the leadership of the mayor and the municipality council. The action plan should always be prepared by a working group composed of representatives of the municipality and other entities (representatives of associations, schools, carriers and other public) and approved by the municipal council. The process of preparing and discussing the plans and activities included in the Action Plan is within the competence of the municipality. Financial resources for the implementation of the plans included in the Action Plan will consist of financial resources of the municipality, financial resources of other entities and grant financial resources. The effort of the municipality should always be to ensure the highest possible share of subsidy funds. The success of the implementation of the objectives of the Action Plan should be monitored through indicators of individual measures and objectives of the strategic plan. The indicators quantify the planned values that the municipality wants to achieve by implementing the plans, the success limit is usually set at 75% of the value of the indicator.

6. USE OF THE DOCUMENT, EXPERIENCE OF THE CONTRACTING AUTHORITY, PROCESSORS AND USERS OF THE DOCUMENT - BENEFITS, ERRORS, RISKS, RECOMMENDATIONS

We used best practices to process the document. As a part of the expert processing, we encountered traditional barriers in the unavailable or outdated necessary statistical data, the great advantage was the excellent knowledge of the municipality and good contacts with the municipality and other public authorities, which helped us with this. As a part of community methods, we used questionnaires sent out together with the municipal newspaper to each household. As a result, the number of returned questionnaires was relatively large and the findings were telling. A certain disadvantage was the disinterest (concern) of the municipality's management in other community forms, such as public professionally facilitated meetings of rival interest groups. They would be beneficial. The main benefit of the document was the public declaration of interest in an objective answer to the question of the direction of development by the municipality, based on real numbers and taking into account the prevailing public opinion in the same time. This strengthened the authority of the municipality council and confidence of the inhabitants. However, the implementation of the action plan and thus the objectives of the strategy is only gradual and random, and the municipality does not actively use the suggestions contained in the strategy. The mistake is the lack of ongoing discussion on the proposed steps and their updating, as well as the updating and evaluation of the action plan. Although the activities proposed to reduce the problems are neglected and intensive individual business activities continue in the municipality, any discrepancies do not exceed the framework of neighborly relations. This can also be considered as the result of the process of community strategic planning and conceptual thinking of citizens about the

effective use of the development potential of the municipality. As an evidence is the fact that the village Potštejn is evaluated as the most desirable place to live in the whole region.

January 2022

For the internal needs of the NICOLE project, Sdružení SPLAV, z.s.



Local action plan for the development of education in the ORP Rychnov nad Kněžnou

The Local Action Plan for the Development of Education in the ORP Rychnov nad Kněžnou (MAP) is an example of the process of elaborating a thematic strategic document for the development of a territorial unit. This is the basic output of the project of the same name, which is implemented by the LAG of the SPLAV Association with the support of the Operational Program Research, Development and Education (OP RDE).

1. CONTRACTING AUTHORITY, PROCESSOR, PROCESSING DATE

Submitter: Ministry of Education, Youth and Sports, Czech Republic

Prepared by: Sdružení SPLAV, z.s., Rychnov nad Kněžnou, Hradec Králové Region, Czech Republic

Processing date: 1/18 - 12/20

Document scope: 199 pages (incl. Overview of all plans in the field of education)

2. STRATEGIC PLAN ASSIGNMENT, PURPOSE AND OBJECTIVE

The Local Action Plan for the Development of Education is a development document for the territory of the ORP Rychnov nad Kněžnou, which includes 32 municipalities in the district of Rychnov nad Kněžnou in the north-eastern part of Bohemia. The document and the whole project are implemented in all administrative districts of the ORP in the Czech Republic, its sponsor is the Ministry of Education, Youth and Sports of the Czech Republic. The MAP was prepared by the LAG of the SPLAV Association in the years 2018-2020 and the document followed up on similar material from 2016. The follow-up document was approved by the MAP Steering Committee on 18 December 2020. The MAP document for the territory of the Rychnov region was prepared in accordance with the call of the OP RDE, which included the recommended Structure of the Local Action Plan. The plan has 4 basic chapters - Analytical part; Strategic part (Strategic framework MAP), Action plan and Implementation part. The aim of the MAP is to improve the quality of education in kindergartens and primary schools by supporting the cooperation of founders, schools and other actors to address site-specific problems and needs. It sets out the priorities and individual steps necessary to achieve the objectives of educational policy in the territory on the basis of local need and urgency, local benefits and substantiation by real data and analyses from the territory.

Expected users of the strategic plan:

1. SPLAV Association, z.s
2. Schools and other educational institutions in the area
3. The public interested in education
4. Public administration bodies

3. BACKGROUND, METHODS USED, WORK SCHEDULE

The analytical part describes in detail the situation in education in the Rychnov region.

On the basis of nationally published statistical data (Czech Statistical Office, Labor Office, etc.), but also reports of schools and their websites, the characteristics of educational facilities for children under 15 years of age - kindergartens, primary schools, primary art schools and also the so-called non-formal education. Two questionnaire surveys were also used - one was addressed to school staff (principals, teachers), the other to the public (especially parents of children and pupils). MAP working groups made up of representatives of teachers, principals, parents, experts and founders, as well as expert groups, actively participated in the background for the strategic part of the document. Initially, there were 4 working groups: Kindergartens, Primary schools - 1st and 2nd grade, Hobby activities, followed by seven working groups: Education for pupils, Schools and teachers, Cooperation and openness, for equal opportunities, for the development of mathematics literacy development, literacy development and funding. Six expert groups (Preschool Education, Inclusion, Mathematical Literacy, Reading Literacy, Technical Competences and Social and Civic Competences) also worked with them.



The working groups first defined the main problems and needs of the region in the field of education, then created SWOT analyzes and based on the collected data from the territory and discussions on them proposed priorities, goals and measures, a plan of educational events and an action plan.

Based on the analysis of the area, evaluation of questionnaires and conclusions from discussions in working groups, problem areas of education were defined. These can be summarized in three basic problem topics:

- Availability
- Quality
- Usefulness

The original priority areas for development were first defined according to levels of education. In each of the three stages, objectives were used based on the definition of problem areas. The current document set out 2 basic priorities - Education that brings people motivation, development and competence to live and a meaningful, cooperative and functional education system with modern content. These priorities are divided into 9 objectives. The individual goals are then fulfilled by measures and activities. The measure is linked to the entire strategic framework, an action plan is created with projects that are divided into several groups - investment, non-investment, with EU support, with the support of other programs and without any possible support.

4. DOCUMENT OUTLINE

Content

1. Introduction
 - 1.1. Definition of MAP territory
 - 1.2. Description of MAP structure
2. Analytical part
 - 2.1. General part of the analysis
 - 2.1.1. Basic information about the area
 - 2.1.2. An overview of existing strategic plans and documents in the field of education
 - 2.1.3. History of education in the Rychnov region
 - 2.1.4. Characteristics of education in the area
 - 2.1.5. Expected development of the number of children under 15 in the solved area
 - 2.1.6. Ensuring the transport accessibility of schools in the area, commuting and commuting to schools

- 2.1.7. Social situation in MAP
- 2.1.8. Follow-up to completed basic education
- 2.1.9. Evaluation of questionnaire surveys in MAP 1
- 2.1.10. Working groups and expert groups
- 2.2. Specific part of the analysis
 - 2.2.1. Analysis of affected groups in the field of education in the area
 - 2.2.2. Risk analysis in the field of education in the area
 - 2.2.3. Summary description of school needs
- 2.3. Bases for the strategic part
 - 2.3.1. Definition of problem areas
 - 2.3.2. MAP topics in the solved area
 - 2.3.3. SWOT 3 analysis of priority areas for development
3. Strategic part
 - 3.1. Visas
 - 3.2. Involvement of actors
 - 3.3. Priorities and objectives of the MAP strategic framework
 - 3.3.1. List of priorities and objectives
 - 3.3.2. Description of priorities and objectives
 - 3.3.3. Links of objectives to individual measures
 - 3.3.4. Description of the measure
4. MAP action plan and annual action plans
 - 4.1. Prioritization of topics in conformity assessment for interventions from IROP and OP RDE
 - 4.2. MAP Rychnovsko annual action plan for 2020/21
5. Implementation part
 - 5.1. Principles of MAP
 - 5.2. MAP organizational structure
 - 5.3. MAP development and updating
 - 5.4. Monitoring and evaluation of MAP implementation
 - 5.5. Description of ways and processes of involvement of the affected public in MAP
 - 5.6. Continuity of local action planning

5. OUTPUTS AND RESULTS

In this chapter, excerpts from the Local Action Plan for Education Rychnov nad Kněžnou are given as an example

Summary SWOT3 analysis

Strengths:

- A dense network of small rural schools with fewer class children
- Good construction and technical condition and equipment of most schools
- Municipal councils are proud of schools and schools grow when needed

Weaknesses:

- Low prestige and motivation of the teaching profession, prestige is confused with respect
- Often changing education system and its priorities - the concept is rather missing

Opportunities:

- Systematic, current and motivating education of pedagogical staff
- Cooperation and sharing of experience between teachers, schools, and employers from the Czech Republic and abroad (but not all)
- Use of alternative and individually focused forms of education

The Vision

Education in the Rychnov region takes place in small groups in open and cooperating schools with an emphasis on the individual approach and needs of children and places and with the support of the growth of their personal responsibility, practically and non-selectively. A clear and clear system of education initiates stimulating action of parents and supports a friendly and modern environment in schools, where there are enough capable, satisfied and motivating teachers.

- Evolving opportunities to change quality and lifelong career guidance

Threats:

- Persistence of an inappropriate system of financing schools and other educational institutions
- Reducing professionalism, interest in pupils and activities of pedagogical staff, replacement by unskilled people
- Lagging behind education and trends in society
- Too large a job supply in the region completely suppressing motivation
- Reducing the level of knowledge of students and the ability to use them in practice
- Chaos in education due to repeated conceptual and legislative changes in the educational policy of the state
- Persistence of the outflow of children and pupils to primary and secondary schools outside the region, cheap transport, returns and outflow of pupils from municipalities to cities in the region
- Social decline in interest in education
- Slow changes and low flexibility of the educational method and the content of the unchanging change of the world

Description of priorities and objectives

Priority 1	EDUCATION BRINGS MOTIVATION, DEVELOPMENT AND COMPETENCE TO LIFE
GOAL	1.1 Young people are leaving compulsory education with competences on how to learn, think critically and orientate themselves in the world .
Goal description	The objective will be achieved through the following measures: 1.1.1 Developing literacy and numeracy in basic education 1.1.2 Development of reading and mathematical literacy in hobby and non-formal education 1.1.3 Developing pupils' competences for the active use of foreign languages in basic education 1.1.4 Development of pupils' competencies for active use of foreign languages in hobby and non-formal education 1.1.5 Development of digital competencies of pupils in basic education
GOAL	1.2 Young people are leaving compulsory education with the competence to take the initiative in life and adapt to change.
Goal description	The objective will be achieved through the following measures: 1.2.1 Development of children's competencies in polytechnic education in pre-school education and training 1.2.2 Development of pupils' competencies in polytechnic education in basic education 1.2.3 Developing entrepreneurship and children's initiatives in pre-school education and training 1.2.4 Entrepreneurship development and pupils' initiative in basic education 1.2.5 Development of entrepreneurship and initiative of pupils in hobby and non-formal education and training 1.2.6 Career counseling in primary schools 1.2.7 Development of pupils' competencies in preparation for employment 1.2.8 Developing a healthy and active lifestyle for primary school pupils 1.2.9 Development of a healthy and active lifestyle in hobby and informal education
GOAL	1.3 Young people are leaving compulsory education as independent decision-makers with civic and social competences and cultural awareness.

Goal description	The objective will be achieved through the following measures: 1.3.1 Development of social and civic competencies of children in preschool education 1.3.2 Development of social and civic competencies of pupils in basic education 1.3.3 Development of social and civic competencies of pupils in hobby and non-formal education and training 1.3.4 Developing cultural awareness and expression of children in pre-school education and training 1.3.5 Development of cultural awareness and expression of pupils in basic education 1.3.6 Development of cultural awareness and expression of pupils in hobby and non-formal education and training
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GOAL	1.4 The teaching team operates under good leadership and school strategy with the support of the founder.
Goal description	The objective will be achieved through the following measures: 1.4.1 Sufficient number of teachers enabling individual approach to children in pre-school education 1.4.2 Sufficient capacity and professional staff pedagogical and educational provision of individual approach to pupils in basic education 1.4.3 Sufficient capacity of pedagogical and educational staff enabling individual approach to children and pupils in hobby and non-formal education
GOAL	1.5 People and teachers in educational institutions are open to change, cooperation and are personalities and role models.
Goal description	The objective will be achieved through the following measures: 1.5.1 Systematic education of pedagogical and educational staff in pre-school education and training 1.5.2 Systematic education of pedagogical and educational workers in basic education 1.5.3 Systematic education of pedagogical and educational workers of hobby and non-formal education 1.5.4 Cooperation of schools, parents and other actors of pre-school education and training 1.5.5 Cooperation of schools, parents and other actors of primary school education and training 1.5.6 Cooperation of employees of hobby and non-formal education facilities, parents and other actors of hobby and non-formal education and training

Priority 2	MEANINGFUL, COOPERATING AND FUNCTIONAL EDUCATION SYSTEM WITH MODERN CONTENT
GOAL	2.1 The processes and settings of the education system support changes, a responsible and creative approach to children, cooperation and the development of educational methods.
Goal description	The objective will be achieved through the following measures: 2.1.1 Introduction of alternative and individually targeted teaching methods in basic education 2.1.2 Introduction of alternative and individually targeted teaching methods in hobby and non-formal education
GOAL	2.2 The learning environment with facilities and equipment underpins its processes and changes in creativity, capacity and quality.
Goal description	The objective will be achieved through the following measures: 2.2.1 Sufficient capacity and variability of kindergartens and other pre-school facilities in the catchment area of residence 2.2.2 Sufficient capacity and variability of primary schools and related services for pupils and parents in primary education 2.2.3 Sufficient capacity and variability of leisure and non-formal education facilities and related services for children and parents 2.2.4 Purchase of equipment and aids for leisure and non-formal education facilities

	2.2.5 Modernization of hobby and non-formal education facilities 2.2.6 Modernization of schools and school facilities in basic education 2.2.7 Purchase of equipment and aids for schools and school facilities in basic education 2.2.8 Purchase of equipment and aids for kindergartens and other preschool facilities 2.2.9 Modernization of kindergartens and other preschool facilities
GOAL	2.3 The education system supports inclusive education and the needs of each pupil.
Goal description	The objective will be achieved through the following measures: 2.3.1 Support for pupils at risk of school failure in basic education 2.3.2 Support for exceptionally gifted and talented pupils in basic education 2.3.3 Pedagogical-psychological counseling for pupils, parents and primary schools 2.3.4 Special pedagogical counseling for pupils, parents and primary schools
GOAL	2.4 Financially stable and optimized school network
Goal description	The objective will be achieved through the following measures: 2.4.1 Optimizing the operation of kindergartens and other preschool facilities 2.4.2 Financial stabilization and sustainability of kindergartens and other pre-school facilities 2.4.3 Financial stabilization and sustainability of facilities in basic education 2.4.4 Financial stabilization and sustainability of facilities for hobby and non-formal education

6. USE OF THE DOCUMENT, EXPERIENCE OF THE CONTRACTING AUTHORITY, PROCESSORS

AND USERS OF THE DOCUMENT - BENEFITS, ERRORS, RISKS, RECOMMENDATIONS

This document was prepared according to the recommended MAP structure proposed by the Ministry of Education, Youth and Sports of the Czech Republic. The advantage is its mutual comparability among other MAPs in the Czech Republic. At the same time, however, important actors in education in the area actively participated in the elaboration of the document, so it also reflects the problems and needs that are specific to this area.

As part of the implementation of the document, a large number of activities were proposed to take place in 2020-2022. At the time of its preparation, however, the spread

of the covid pandemic and subsequent anti-epidemic measures were not expected on such a large scale. Therefore, some planned meetings, lectures, seminars or workshops failed to take place, or had to be implemented online.

The document is useful for all target groups:

- children / pupils - provides a better environment for teaching in and out of school,
- parents - brings them more information about opportunities for children's development in school and out of school
- principals / teachers - provides an opportunity for mutual exchange of experiences
- founders - allows the use of data and information from the document for the possibility of drawing funds from various sources

NERATOV MUNICIPALITY SOCIAL ENTREPRICE

Location

In the valley of Divoká Orlice (Wild Eagle River), which forms a natural border between the Czech Republic and Poland, you will find the village of Neratov. You can experience an unforgettable atmosphere in the Church of the Assumption of the Virgin Mary, which is registered on the list of cultural heritage of the Czech Republic and is unique by its glass roof.

History

The first inhabitants were German glassmakers and workers.

The Eagle Mountains provided locals with everything they needed to live. In 1574 a wooden church stood on the site of today's cemetery chapel, around which a cemetery was gradually built.



In 17 century The parish priest had a special dream. Therefore, he had a statue of the Virgin Mary carved. When the statue was transferred to Neratov, some woman miraculously nealed. The miraculous power was also attributed to the spring located behind the church. Bärnwald was a sacred site of pilgrimage since 16th century. The place began to become more and more sought after, so in 1723 the construction of a new church began.

The church was set ablaze in 1945 by a drunk Russian soldier. Afterwards the German population was forcibly expelled from the region. The number of people living in Neratov fell from 1,800 to just two.

And Barnwald became Neratov.

Despite the fact that the church continued to fall into disrepair, it managed to survive until 1989, when it was first discovered by the parish priest Josef Suchár, and then a new history began to be written not only of the church, but also of the whole of Neratov.

The church was rebuilt at first by hand, and in 2007 finally receiving glass roof to symbolize the years that stood open to the elements.

At the time when the Neratov Association was established, two inhabitants lived here. Especially on holidays and weekends, the number of people in the village increased thanks to local cottagers. Nevertheless, it was still a place where there is nothing but beautiful nature and peace.

One of the intentions of the association was (and still is) to bring life back to these parts.

The Neratov association was founded on September 11, 1992 as an independent, non-political and non-state community.

The non-profit organization Neratov Association in the mountain village of Neratov helps people with disabilities and together with them participates in the restoration of the place of pilgrimage and the return of life to the once displaced village.

All this together with disabled people. They live and work in Neratov. Thanks to them, Neratov can provide catering, accommodation or cleaning services and thus form a pleasant tourist destination.

The Neratov Association operates assisted living services and a day hospital. It also founded a primary school for children with

combined disabilities and autism spectrum disorders.

The association is further divided into centers focused on different types of activities (crafts, hospitality, etc.) and each center has its own manager.

At present, the Neratov Association, z .s. employs nearly 250 people, of which more than 190 have disabilities. The centers of protected works are located in 3 other places – Bartošovice, Žamberk and Králíky.



2) ESTONIA

a) Overview of working national / regional programs

REGIONAL DEVELOPMENT IN ESTONIA

Regional policy in Estonia focuses on the living and business environment in urban and rural areas, on better using regional assets, and on promoting a greater cohesion and development capacity among regions. Regional policy is managed by the Ministry of Finance. In the last years, there has been a shift from infrastructure and public services towards a stronger emphasis on economic development and employment based on regional strengths. Some examples include a new regional competence centres programme; programmes for developing the competitiveness of regions and supporting regional entrepreneurship; and employee development initiatives. Specific urban development policy instruments focus on sustainable transport and revitalising urban public spaces.

National regional policy for rural areas seeks to improve local community-based developmental activities, access to services (including e-solutions), and jobs (including mobility/teleworking solutions). Municipal capacity building, through state and territorial administration reforms (i.e. recent mergers of municipalities) and training, is also in progress to better anticipate urgent challenges for territorial development.

Until the 2020 Regional Development Strategy of Estonia was divided into 4 main categories seen below:



REPUBLIC OF ESTONIA
MINISTRY OF THE INTERIOR

Regional Development Strategy 2014-2020

Vision and objectives

Vision 2030 +
National growth and competitiveness based on regional specificities, resulting benefits of national growth shared by all regions.
People in all functional regions have access to good jobs, quality services, pleasant living environment and diverse possibilities for self-realisation.

1. Development of living and business environment favouring the integrity and competitiveness of functional regions
2. Environmentally friendly living environment in larger urban areas promoting their international economic competitiveness
3. More skilful utilisation of region-specific resources
4. Stronger regional linkages and development capacity

Action plan of 'Estonia 2035' development strategy

Since 2021, the strategic framework for directing regional development has been updated. Instead of a separately standing regional development strategy, the need to consider the regional dimension is emphasized in the „Estonia 2035“ strategy, where the country's major strategic development targets in the regional complexity goals. Moving towards these goals requires everyone`s contribution, requirements and coordination.

Balanced regional development continues to be very important for the development of Estonia and the well-being of all residents. Without the participation of sectoral policies and practical cooperation, there will be no

comprehensive regional development of the country's achievement of realistic goals.

“Estonia 2035” is a national long-term development strategy. The ‘Estonia 2035’ action plan is updated every year and it serves as a basis for the planning of EU support received by Estonia and the preparation of the state budget.

The ‘Estonia 2035’ action plan is a comprehensive overview designed to steer the country’s long-term development. This way government can constantly monitor whether they are moving in the right direction and at a sufficient pace with made decisions,” said Prime Minister Mrs Kaja Kallas (on duty from 2021-currently). “The green transition is one of the most important changes facing a country and a society. The action plan approved by the government facilitates this to a large extent. The goal is to

make Estonia increasingly stronger, more successful and sustainable,” said the prime minister.

Some developments include Estonia’s improved indicator on healthy life years in terms of both women and men; constantly increasing labour productivity and the research and development expenses of the private sector and the narrowing gender pay gap.

The “Estonia 2035” development strategy sets out strategic goals for the state and people of Estonia for the next fifteen years and determines the changes necessary for achieving them. The strategy was agreed upon through joint discussions, analyses, workshops and opinion gathering between non-governmental partners, experts,

researchers, politicians, entrepreneurs, officials and many other stakeholders. Almost 17,000 people out of 1,3 million inhabitants from all over Estonia have contributed to the completion of “Estonia 2035” as a part of co-creation in 2018– 2020. Out of these, 13,903 participated via the internet or public libraries in the opinion gathering determining the values on the basis of which strategic goals have been formulated.

In increasing the vitality of the Estonian nation, language, and culture, and developing a democratic and secure state, there is a need to take into consideration below shown five equal goals when making the everyday choices:



People

Estonia’s people are smart, active and care about their health.



Society

Estonia’s society is caring, cooperative and open-minded.



Economy

Estonia’s economy is strong, innovative, and responsible.



Living environment

Estonia offers a safe and high-quality living environment that takes into account the needs of all its inhabitants.



Governance

Estonia is an innovative, reliable, and people-centered country.

Overview of the strategy “Estonia 2035”



Necessary changes in Estonia



The 'Estonia 2035' action plan compiles the changes in various areas that are needed to maintain the basic principles, achieve strategic goals and meet the development needs described in the long-term development strategy 'Estonia 2035'. Targeted and coordinated cross-sectoral cooperation is important. The action plan has been prepared in the course of preparing the 'Estonia 2035' strategy. The 'Estonia 2035' action plan is also the Estonian reform plan submitted within the framework of the European Semester for the coordination of economic policies.

In 2023 state budget will focus on ensuring Estonian national security and helping its

people and organisations cope with the crises caused by the war which Russia is waging.

A brief overview of the priorities of the state budget:

- State support for families and guarantees for family planning
- The state helps make care homes and home care more affordable
- Development and improved availability of mental health support
- There will be a focus on maintaining the availability of healthcare services and raising healthcare workers' salaries
- More funding for care services
- Investing in crisis preparedness

Regional development plans within Western- Harju Partnership NGO operational area

Western- Harju Partnership NGO's area of operation covers two main municipalities:

The whole Western-Harju municipality and partly Saue municipality with Nissi and Kernu villages together with approximately 17 000 inhabitants.

Western-Harju municipality development plan 2019-2030

Lääne-Harju municipality is located in Harju County in Northwestern Estonia along a long and beautiful coastline, rich natural and cultural heritage, good accessibility - ports, railway and road network and diverse development requirements. It has good living, working and recreational areas close to nature. People who live here care about their home place and are satisfied and active. The development vision of the municipality is comprehensively and regionally balanced development, a well-off municipality that is using economical and smart living arrangements.



In the municipality of Western Harju, there is a well-organized and safe living environment, a vibrant and self-initiated community, accessible and need-based public services, diverse mobility options and paying jobs close to home.

In addition to ensuring the satisfaction of the municipal residents, the municipality has a good reputation and is an attractive

living, business and visiting environment that is managed inclusively, efficiently, and innovatively.

The development of the municipality focuses on the following areas:

1. Living environment and public space
2. Roads and public transport
3. Business environment and tourism
4. Common educational space
5. Free time and civil society
6. Social protection
7. Health promotion and well-being

Saue municipality development plan 2022-2035

Saue Parish (Estonian: Saue vald) is a rural municipality in Harju County, north-western Estonia. Saue Parish. Saue is the largest municipality in mainland Estonia. Today, the constantly developing administrative unit is home to 24000 people.

Saue municipality vision 2035 sees, that Saue municipality has everything necessary for life. The municipality has strong rural areas, where basic services are guaranteed and the areas have their own identity and special features. The area of the Saue city and Laagri borough is a modern urban environment where concentrated specialized services are provided and the living environment is garden-city-like and comfortable. The growth areas along the railway have modern infrastructure which supports population growth in a sustainable way.

Vision implementation's main directions are:

- 1) People-centred and communality
- 2) Innovation and modernity
- 3) Environmental sustainability and science-based green turn
- 4) Integrity and balance

Interdisciplinary goals:

- 1) Modern urban environment specialized services development in the town of Saue and Laagri borough area.
- 2) Systemic and supporting specificities area-based development support to rural areas in Saue municipality.
- 3) Development of growth areas along the transport corridors.

4) Development of strategic, open and community-inclusive leadership
Fields:

- 1) Education
- 2) Social welfare
- 3) Child protection and healthcare
- 4) Culture, sport, leisure and communities
- 5) Entrepreneurship and tourism
- 6) Sustainable development and space creation
- 7) Mobility and public transport

Values:

- 1) Take care of our own environment
- 2) Trust and sense of security
- 3) A unified and complete community
- 4) Pleasant and inviting to the guests
- 5) A perfect circle of life

References:

- 1) <https://sm.ee/en/what-will-2023-state-budget-bring-people-estonia>
- 2) https://valitsus.ee/strateegia-eesti-2035-arengukavad-ja-planeering/strateegia/materjalid?view_instance=0¤t_page=1
- 3) <https://www.digar.ee/arhiiv/et/download/115129>
- 4) <https://slideplayer.com/slide/5300616/>
- 5) <https://laaneharju.ee/arengukavad>
- 6) <https://sauevald.ee/arengukavad>

b) Case Studies : Examples of successful local practices or failures

Name of the case study:

Green Municipality in Estonia

Lääne-Harju municipal government (*public sector, local government*):

- 13 054 inhabitants
- Area 644 km²
- 68 municipal government employees
- 18 sub-institutions (6 schools, 6 kindergartens, music school, hobby center, sports center, cultural center, support center, library)

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Information about the case:

The idea of the Green Municipality grew out of the concern of the members of the community committee on how to preserve the natural and cultural heritage and preserve the values and identity of different communities. Lääne-Harju municipality has several prerequisites to be the first Green Municipality in Estonia - we have a rich natural



LÄÄNE- HARJU VALD

and cultural heritage, good accessibility, various development preconditions, and a living, working and recreation area close to nature.

The community initiative Green Municipality was launched in 2019 to create and gradually implement a model of living and working environment based on a green way of thinking at the local level. The common goal of the Lääne-Harju community and the rural municipality authority, which strives to be a green rural municipality, is to raise the awareness of the rural municipality residents about how to be as environmentally friendly as possible in their actions and choices.

Green Municipality is sustainable:

- because nature values have been preserved.
- because cultural values have been preserved.
- sustainable because healthy and happy people live here.

Main Initiatives, programs, services, products, or activities:

The environment plays a key role in every area of municipality-level activities. It is essential to support sustainable development through the rural municipality development plan (and in so-called special parts of the development plan, e.g., energy and climate plan, waste management plan, health-welfare profile, etc.), spatial planning, and sectoral legislation to integrate cultural and environmental values in all areas:



Figure 1 The Key Components of Sustainable Communities¹

On the rural municipality authority level, it is important for us to set an example (including general values, green office as a method of

1

<https://www.rideshark.com/2017/07/19/sustainablecommunities/>

implementing environmental policy (activities), green procurement, and environmentally friendly public events) and to involve people in talking about environmental issues and taking the action. Also, to pioneer in the adoption of large-scale energy projects - hydroelectric power and storage plant, wind farm, and hydrogen cooperation with neighboring municipalities and companies.

On the community level, the keywords are engagement, raising awareness, community empowerment (Smart Villages), community solutions, discussions, and inputs for activities and design of public services.

Some activities (2019-2021):

- Inspiration seminar 2019 (at the beginning).
- Helping the municipality's schools and kindergarten to join the Green School program.
- Partners in LEADER project "Smart Choice Practice"- seminars for community
- Cooperation with Tallink about textiles - shopping bags made from curtains
- Pilot project for solar panels on the roofs of public buildings and public utilities
- Participation in the Green Tiger Program - evaluating, targeting, inspiring one's activities
- Food sharing activities

Sources of income (EU funds, regional support, city support, private support):

Public sector support/funding (national and municipality).

Target groups (who benefit from the existence and services of the institution):

Citizens, communities, entrepreneurs, and other local authorities

Impact / Results

All activities have helped us to raise the awareness of the rural municipality residents about how to be as environmentally friendly as possible in their actions and choices. The activities have intensified our cooperation with the community, entrepreneurs, and other rural municipality governments. Through different activities with stakeholders, we have been able to draw attention to the problems of overconsumption in various areas and offer some solutions e.g., solar energy, and food sharing.

In 2022, we established Strategy Center in the rural municipality government structure to implement the strategic goals, one of which is the Green Municipality initiative. At the Strategy Center, project managers work on specific projects e.g., smart city solutions, the circular economy, and energy efficiency issues. One of the purposes is also to advise and support the residents, NGOs, and apartment associations. In 2023, a competence service will be established to provide advising service to apartment associations on energy efficiency issues, for renewable energy in private and apartment buildings.

References, testimonies:

- 1) <https://www.rideshark.com/2017/07/19/sustainablecommunities/>
- 2) <https://rohevald.ee/>
- 3) <https://laaneharju.ee/roheline-vald>



Name of the case study:

Re Studio NGO

Contact:

Aedlinna tee 3, Keila municipality, Klooga
76703, Estonia

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E-mail: info@restuudio.ee

Homepage: <https://www.restuudio.ee/>

Information about the case:

The mission of Re Studio NGO is to connect people who are interested in recycling, co-creation, and environmental protection and want to contribute to the promotion of community and sustainable lifestyle.

The association officially started its activities in 2020 in the municipality of Western-Harju by joining the community initiative ROHEVALD (Green Municipality) in order to jointly promote a circular economy based on community cooperation.

Main Initiatives, programs, services, products, or activities:

The community activities of the Re Studio NGO consist of 4 categories:

1) Community floating sauna „Klooga Kosk“.

The inspiration for creating a community sauna started from the tradition of celebrating the „Viska Leili“ (Through the Steam) sauna day of the Klooga community's yearly anniversary celebration of the Republic of Estonia on February 24.

„Klooga Kosk“ (Klooga Waterfall) symbolizes purification at the level of the individual, Klooga's past, and the environment. The roofs of the steam room and dressing room direct rainwater into the center of the building, creating a waterfall effect. „Klooga Kosk“ creates fresh flowing energy for visitors, and the community and provides an opportunity to connect with the natural environment.

2) Community Garden

Garden with various workshops like composting tutorials for children, building a permaculture bed, etc.

3) Rohelaager (Greencamp)

For the second year, technology and recycling art camp for children aged 7-12 years was held at Klooga. For days children were introduced to the principles of an environmentally sustainable lifestyle, develop manual and social skills, learn to compost, recycle, build robots, and do many other developing and exciting things.



4) Community food circulation and green exchange cabinet in Laulasmaa.

In order to implement the vision, the Green Municipality team initiated a discussion on food circulation in 2021 with the aim of mapping the problem of food waste in Western-Harju municipality and then finding solutions to reduce food waste.

Since there was a lot of interest from the local community, municipality, start-uppers, and entrepreneurs, the idea came to fruition in just 18 days, and on May 16, 2021, the first solar-powered pantry was opened in Laulasmaa. The food cabinet immediately found people's approval and is widely used. As plants and garden products were brought into

the cupboard in addition to food, there was also a need for green exchange shelves and this was also added to the cabinet. A couple of months later the food cabinet with a refrigerator function was implemented. The created Food sharing Facebook group in the community contributes to the functioning of the food cabinet, where people can post information about available food and coordinate the maintenance and cleanliness of the cabinet.

Sources of income (EU funds, regional support, city support, private support):

Public sector support/funding (national and municipality), private people, volunteering, LEADER programme funding.

Target groups (who benefit from the existence and services of the institution):

Citizens, communities, and local municipalities.

Impact / Results

More and more people from Klooga's community are involved with Re Studios activities and people in the village participate in different actions as much as possible. The circular economy is constantly becoming

more popular, especially among the younger generation and it is glad to see that the changes also reaching the level of governance and legislation. Through the LEADER program projects, Re Stúdio has had quite many few visitors from abroad, which has given them an opportunity to promote themselves and tell the wider audience how the local community can do something useful and good together.

On November 22.2022, Marie Käige the board member and the creator of the Re Stúdio NGO was recognized as „Harjumaa`s Maker of The Year 2022“ in the best LEADER living environment project 2022“ with Community floating sauna „Klooga Kosk“.

Re Stúdio NGO designed and built a floating community sauna in Klooga village in 2022 in cooperation with interior architecture students of the Estonian Academy of Arts. The sauna is open to both locals and guests from further afield and is managed with the help of volunteers from Re Stúdio NGO.

References,

testimonies:

- 1) <https://www.heak.ee/harjumaa-aasta-tegija/>



- 2) <https://www.facebook.com/restuudio/>
- 3) <https://www.restuudio.ee/>
- 4) https://www.instagram.com/re_stuudio/
- 5) https://laaneharju.ee/documents/17842239/29934192/02_2021_l%C3%A4%C3%A4neharju+leht_est_veebi.pdf/fd0dc6a9-6ba5-4770-8e8d-c30cd20f5375

Contact:

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Name of the case study:

Village of hope in Estonia



Management of NGO The Village of Hope is: Märt Vähi (Chairman), Scott Andrew Vähi, and Lauri Mällo. There are 14 employees at The Village of Hope.

The team at the Village of hope are Christians, they follow the biblical principles in their activities, and value a personal relationship with God. The Congregation of the Village of Hope of the ECPC belongs to the Estonian Christian Pentecostal Church. The Village of Hope activities is based on the Code of the Ethics of Estonian Non-Profit Organizations.

Information about the case:

The village of hope is a non-profit organization founded in 2000 by Märt Vähi, bishop of the Pentecostal Church from Canada, and his son Andrew Vähi, whose goal is to detoxify, rehabilitate and assist alcohol and drug addicts in their return to society.

Addicts are offered a 10–12-month long detoxification and rehabilitation plan, which consists of studies, responsibilities, communication, occupational therapy, and participation in the work necessary for the life of the village. The program is developed in America.

By now the Village of Hope has built up roads, houses for program participants and the staff, a building for administrative and training purposes, a timber industry, a volunteer fire department, a water supply system, a drilled well, etc.



The Village of Hope's mission is to:

GIVE HOPE to alcohol and drug addicts, to their families and friends.

SUPPORT the men and women by creating a CARING FAMILY ENVIRONMENT and SETTING AN EXAMPLE to the addicts by teaching practical work ethic and illustrating family values.

Activities- the rehabilitation program of the Village of Hope is normally divided into four stages of development.

Orientation: this part can take up to 4 weeks. During this period participants become aware



TRAIN NEW LEADERS with the Servant Leadership Training Program, and send them to those in need.

SERVE as AN ENCOURAGING ROLE MODEL for ESTABLISHING and building up similar CENTRES both in Estonia and other countries.

of the consequences of their addiction: they see how it has affected their relationships with their families, friends, colleagues, and society, and how it has resulted in a false self-image.

Regeneration: here the participants learn about the physical and psychological consequences of drug addiction, and how they can take charge of their healing.

Main activities and services:



Inner healing: in this part participants get an opportunity to deal with the roots of the problems that made them lead self-destructing lives. They learn how to treat deep emotional wounds without other addictions and medicine.

Discipleship: here the participants learn how to devote themselves to serving others, teaching, and taking care of those in need. This is how a person's life gets a new purpose: they want to set an example and support others, especially those who also wish to become free from addiction.

Reentry support for those who have been released from prison. In cooperation with the Ministry of Justice, the village offers counseling and accommodation services for prisoners (including premature release and persons under probation supervision).



Work practices:

The fixed rehabilitation program at the Village of Hope includes classes, household chores, duties, responsibilities, work training, and work practice.

1. Each person has to work 6 hours per day
2. In the timber industry the people work on bend saws, rack saws, lumber edgers, and a few other timber processing devices. They make pallets, and vegetable crates and fulfill other customized orders. One of the branches is making and marketing firewood. They build only for the Village of Hope – all houses have been built by joint work of their staff, participants of the program, and volunteers.

Services:

Purpose of the service:

Contribute to preventing a person released from prison from committing new crimes; developing the liberated knowledge and individual and social skills that will enable them to return to civil society more successfully. To support the above process, we provide supportive release services for the prisoner, which will facilitate the release process for the released person. The aim is for the liberated to become self-reliant members of society.

Sources of income (EU funds, regional support, city support, private support):

Public sector support/funding (national and municipality), The LEADER program funding for villages timber industry via Lääne-Harju

Target groups (who benefit from the existence and services of the institution):

Citizens in need - alcohol and drug addicts and their families and friends.

Youngsters aged 16-26 released from prison and who do not have a place of residence and



Partnership NGO. The timber industry wished to purchase new machines - special saws for production. Having that, the worker can do work 5 times more efficiently, focus on customer satisfaction, and learn new skills.

The village receives a small subsidy from the state, but they are largely dependent on the support of their friends. Some companies or friends help by bringing teams to the campus for one or two weeks to help with various maintenance and construction projects.

an environment conducive to returning to society.

Indirect target groups are a local municipality, the Estonian government, and the Estonian Christian Pentecostal Church.

Impact / Results:

Out of the graduates of the program, 69% have remained sober. Programs have saved more than 150 people from addiction and more than 1050 relationships have been restored.

69% of the program graduates live a good and decent life. They have a job, their relationships with loved ones are recovering, etc.

Over the years, more than 6% of the graduates of the program have remained in the continuation or training program. These men and women are great role models for the men and women of the main program and important assistants to the village staff in conducting work practice or organizing studies. At the same time, they are also starting independent work in society.

3) FINLAND

a) Overview of working national / regional programs

REGIONAL DEVELOPMENT IN FINLAND

Regional development is cooperation. Regional development means wide-ranging, multi-level activities to promote wellbeing and prosperity in different regions. It is based on interaction between ministries, counties, municipalities and other operators. In regional development, the goals and measures of different counties and administrative branches are examined together both from national and regional perspectives. This examination covers both the measures and resources of regional development and the effects of policy-making (in different sectors) on regional development.

The Government's regional development decision serves as a common regional development strategy for the duration of the term of government. The ministries are committed to implementing the coordinated regional development targets defined in the regional development decision based on the Government Programme. The regional development decision is prepared in cooperation between the ministries, regions and other partners. A central task of the authorities responsible for regional development is to create conditions for this cooperation and for the formation of a shared vision.

The Ministry of Economic Affairs and Employment is responsible for regional development and its coordination.

Regional Councils serve as regional development authorities in the counties. ELY Centres contribute to regional

References, testimonies:

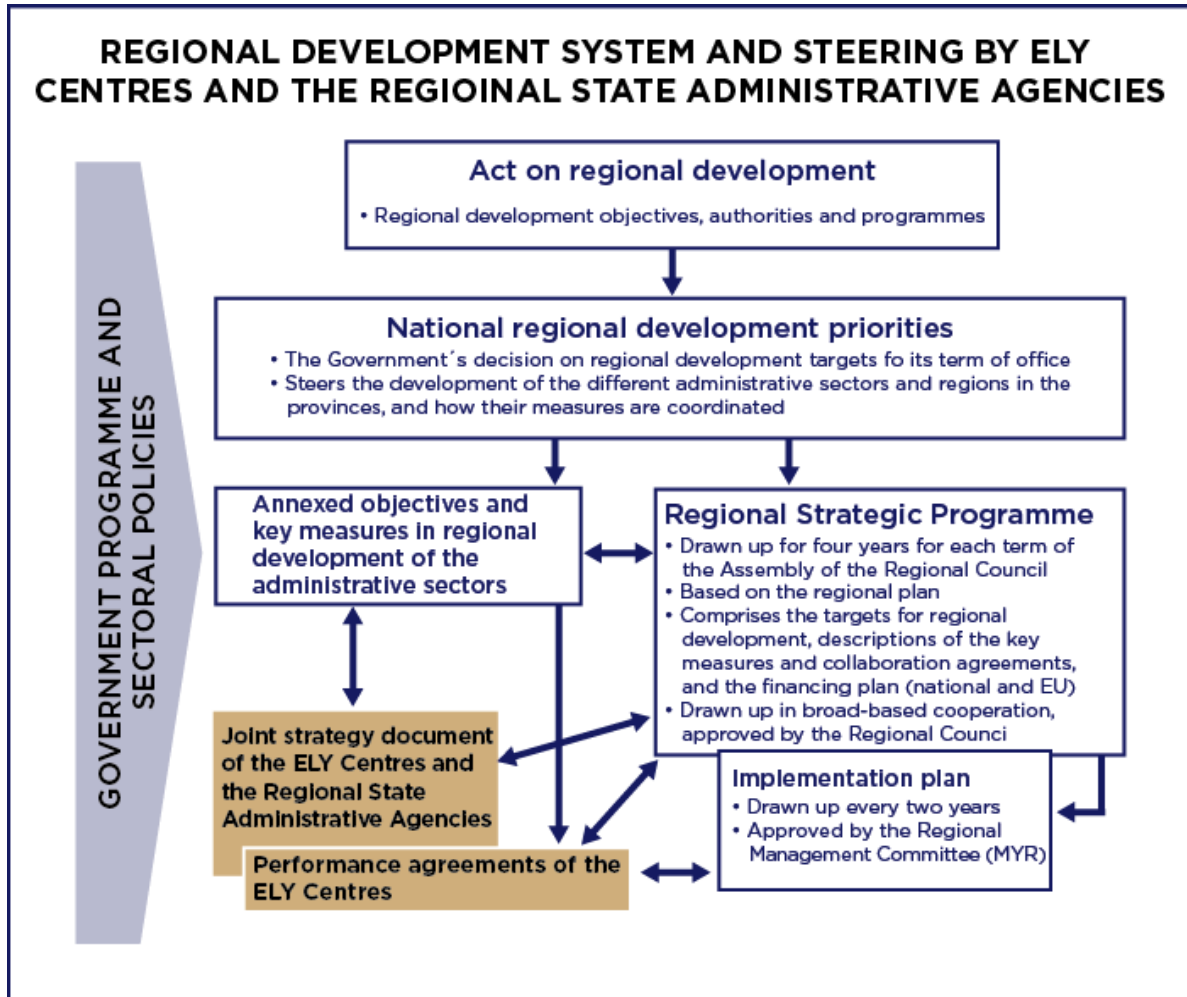
- <https://pealinn.ee/2015/02/03/eesti-karskusliit-valis-aasta-tegijaks-lootuse-kula/>
- <https://www.lootusekula.ee/>
- <https://web.facebook.com/profile.php?id=100063912881026>
- <https://www.inforegister.ee/en/80135949-LOOTUSE-KULA-MTU>
- <https://www.instagram.com/p/CZTIdO5N3hZ/>



development by carrying out the central government's implementation and development tasks in the regions.

The targets and programmes of regional development and the responsibilities of the (7/2014).

authorities have been determined in the Act on Regional Development and the Administration of Structural Funds



Regional development priorities

The objectives for regional development are laid down in the Act on Regional Development. The Government will approve the national regional development priorities (regional development decision) for its term of office. The decision on regional development priorities sets out the central government objectives that the ministries are committed to and that are taken into account in the steering of each

administrative branch. The development resources and the performance and effectiveness indicators are also described in the decision. The Ministry of Employment and the Economy is responsible for overall coordination of regional development at national level.

Regional development decision 2020-2023

The regional development decision 2020–2023 establishes the priorities

within the Government's remit to be observed during Prime Minister Sanna Marin's term of office, and objectives at the central government level to which the ministries have committed. The regional development decision steers the development of the different administrative branches and regions, and the coordination of these measures.

The aims and measures of regional policy, which is based on regional strengths and balanced regional development, are linked to the Government Programme. A dynamic, thriving and socially strong Finland will be built on the combined successes of the Greater Helsinki region, growing city regions, sub-regions and rural areas alike. In this regional development decision, the themes and strategic measures are structured into six key priorities:

- Mitigating climate change and safeguarding biodiversity
- Building sustainable communities with good connections
- Innovating business life and accelerating R&D&I
- Making skills and education a resource for regional development
- Increasing inclusion and wellbeing and preventing inequality
- Creating an operating model for regional development

Regional development and regional councils

Regional councils are the main bodies promoting the interests of their regions and they also act as statutory joint municipal authorities. Working in cooperation with central government authorities, central cities, other municipalities and universities in their regions and other parties involved in

regional development, they are responsible for the regional development strategy and overall regional development.

Both regional development and regional land use planning are statutory tasks of the regional councils. There are 18 + 1 regions in Finland (18 regions in Mainland Finland and the Province of Åland).

Regional planning

The regional plan lays out the envisaged long-term development of the region (20 - 30 years). The regional plan is implemented by means of the regional strategic programme and the regional land use plan.

The regional strategic programme is a medium-term development programme derived from the objectives and strategies of the regional plan and its purpose is to steer and coordinate regional development. The programme contains the development objectives that are based on the region's potential, needs, culture and other special characteristics, a description of the projects central to the region's development and other important measures, planned cooperation agreements, details of the municipal cooperation areas (if necessary) and a plan for financing the programme.

In Lapland, the regional strategic programme also includes a section on the Sami culture prepared by the Sami Parliament.

The regional strategic programmes are prepared for four years and they cover the term of the municipal councils. The regional councils are responsible for organising the programme preparation process in their areas and the

programmes are approved by regional assemblies.

The Ministry of Employment and the Economy is responsible for coordinating, monitoring and evaluating the preparation and implementation of regional strategic programmes (and other programmes under the Regional Development Act) jointly with other ministries, Regional Councils, Centres for Economic Development, Transport and the Environment and other actors having central role in the regional development.

Implementation plan for regional strategic programme

The implementation plan, which is more concrete than the regional strategic programme, contains the most important measures and projects aimed at putting the programme into effect and the plan for financing the measures. The implementation plan sets out the priority areas for national and European Union funding. In addition, regional anticipation and preparation of structural changes have been described in the implementation plan. The implementation plan also describes the measures concerning the region's cooperation areas and other joint regional measures and the initiatives submitted to central government.

The implementation plan is prepared every two years under the auspices of the regional council in cooperation with the ELY Centres and other central government authorities, municipalities and other parties involved in the implementation of the regional strategic programme. The plan may be reviewed each year. The implementation plan is approved by the regional management committee.

By laying out a long-term (10 - 20 years) framework and guidelines for regional land use the regional land use plan provides a basis for achieving the regional objectives. The regional land use plan is closely connected with the regional strategic programme because the development measures laid out in the programme may require regional land use planning. At the same time, the regional land use plan may also be implemented through the regional strategic programme.

Rural and island policy

Rural policy

The aim of the rural policy is to ensure that the Finnish countryside remains vibrant and is able to make use of its own resources. According to the vision for rural policy, diverse rural areas are a national success factor. They offer a foundation and solutions for a good life, innovation, entrepreneurship and a sustainable society. Finland will be developed as a whole by strengthening local opportunities.

To make use of the opportunities offered by rural areas we must have vibrant rural communities with functioning infrastructure and services.

From 1 January 2016, the rural policy has been the responsibility of the Ministry of Agriculture and Forestry. The Ministry of Economic Affairs and Employment is responsible for integrating the rural policy with overall regional development.

Island policy

Island policy is one of the oldest elements of regional policy in Finland. The Government appointed a long-term committee to address issues relating to

islands as early as in 1949. The provisions on the Island Committee were laid down by decree in 1961 and the Island Development Act entered into force in 1981. The Island Development Programme, approved by the Government or a ministry, has been the main tool in the implementation of the island policy.

From 1 January 2016, the island policy has been the responsibility of the Ministry of Agriculture and Forestry. The Ministry of Economic Affairs and Employment is responsible for integrating the island policy with overall regional development.

Monitoring and forecasting regional development

In the monitoring of regional development extensive use is made of both national and international statistics and research. Regional research and foresight information is also produced and extensively used in regional councils and Centres for Economic Development, Transport and the Environment (ELY Centres).

The Ministry of Economic Affairs and Employment is responsible for coordinating the regional foresight work and for incorporating it into national foresight work. Foresight activities focus on anticipating trends in education, competence and structural change.

Situation picture for regional development

A situation picture for regional development has been created for use in regional development negotiations between the State and counties. It consists of quantitative indicators and a qualitative expert evaluation.

The situation picture covers the following areas: population, public/local government finances, regional economy, employment, businesses, competence, health and wellbeing, housing, transport, and sustainable development of the environment.

Statistical information on regional development

The labour market situation and business trends in individual counties are the main statistical variables monitored in the short term. Regional economic trends, competitiveness and population trends are the main variables monitored in the long term.

Statistical information on regional development are collected from a number of different sources, the most important being the StatFin online service (https://www.stat.fi/tup/statfin/index_en.html) (free-of-charge) provided by Statistics Finland and the Sector Online service (subject to a charge) maintained by the Ministry of Economic Affairs and Employment. At regional level, the information is provided by county and for some of the activities by sub-region.

Urban-rural classification based on geographical information

Taking into account the differences between regions is a challenge to regional development and planning. As municipalities become larger, municipality-based classifications are increasingly unsuitable for recognising regional differences. An urban-rural regional classification based on geographical information recognises different types of urban and rural areas and the zones between them more accurately than administrative areas.

The classification can be viewed and downloaded in the environmental and geographical information service (<http://www.syke.fi/en-US>) of the Finnish Environment Institute SYKE.

Support areas

Labour and other resources are unevenly distributed and for this reason there are differences in business opportunities between regions. The Government may designate least developed areas as support areas. Enterprises may receive higher aid for investments in the support areas than elsewhere in Finland. The aid is provided by ELY Centres.

The support areas are designated on the basis of the criteria laid down by the EU. Population density, GDP, unemployment rate and specific geographical features are used as the main criteria.



Support areas and aid levels 2014 - 2021

The major region of Eastern and Northern Finland is a support area on account of low population density. It comprises the regions of South Savo, North Savo, North Karelia, Kainuu, Central Ostrobothnia, Northern Ostrobothnia and Lapland.

In accordance with the population share laid down for each Member State by the European Commission, the population of

the support areas in the rest of Finland may total about 100,000.

This aid is channelled as aid for areas of structural change and prolonged decline. In these areas there is a need for higher aid for SMEs and support schemes for large enterprises are also required. The European Commission has designated support areas according to the proposal of Finland.

Eastern and Northern Finland comprise support area I where the aid levels are highest. Support area II comprises the municipalities of Salo, Somero, Kannonkoski, Karstula, Kinnula, Kivijärvi, Kyyjärvi, Pihtipudas, Saarijärvi, Viitasaari and Konnevesi. The rest of Finland belongs to support area III where the aid levels are lowest and large enterprises are not eligible for any aid.

Maximum investment aid levels 2014-2021

Support area I

(Eastern and Northern Finland)	
Large enterprises	15%
Medium-sized enterprises	25%
Small enterprises	35%

Support area II

(Salo sub-region, Saarijärvi-Viitasaari sub-region and Konnevesi)	
Large enterprises	10%
Medium-sized enterprises	20%
Small enterprises	30%

Support area III

(Rest of Finland)	
Large enterprises	-
Medium-sized enterprises	10%
Small enterprises	20%

Legislation on regional development

Legislation on regional development and the European Union's regional and structural policy was reformed and entered into force in autumn 2021.

The Act on Regional Development and Implementation of the European Union's Regional and Structural Policy (756/2021, so-called implementing act) governs regional development. It contains provisions on the objectives of regional development, the authorities and their tasks as well as on programme work and cooperation procedures. The Act also includes provisions on the drafting and administration of Finland's regional and structural policy programme, as well as the administration of Interreg programmes and Interreg external border cooperation programmes.

The Act on the Funding of Regional Development and the European Union's Regional and Structural Policy Projects (757/2021, so-called funding act) lays down provisions on the following subsidies and the conditions for granting them:

- 1) subsidies granted by the Ministry of Economic Affairs and Employment and regional councils from the national regional development funds,
- 2) subsidies granted by regional councils, ELY Centres and the Finnish Food Safety Authority from the funds of EU regional and structural policy programme, and
- 3) national counterpart funding under the Interreg programmes and the Interreg external border cooperation programmes.

The Act contains key provisions on application, granting, payment, supervision and recovery of subsidies. The Act also contains special provisions on the

implementation of the EU's regional and structural policy programme in 2021–2027, and provisions on the implementation of national counterpart funding for the Interreg programmes and the Interreg external border cooperation programmes in 2021–2027. Finally, the Act includes provisions on audits on the use of these programmes' funds in the programming period 2021–2027.

National legislation

- Act on Regional Development and Implementation of the European Union's Regional and Structural Policy (756/2021):

- Act on the Funding of Regional Development and the European Union's Regional and Structural Policy Projects (757/2021)

- Act on Discretionary Government Grants for the Development of Business Operations in 2021–2028 (758/2021)

- Government Decree on Regional Development and Implementation of the European Union's Regional and Structural Policy (797/2021)

- Government Decree on the Eligibility of Costs Funded by the European Union's Regional and Structural Policy Funds (866/2021)

- Government Decree on the Funding of Projects of Regional Development and the European Union's Regional and Structural Policy (867/2021)

- Government Decree on the Entry into Force of the Act on Discretionary Government Grants for the Development of Business Operations in 2021–2028 (821/2021)

- Government Decree on the Subsidy Regions Referred to in the Act on Regional Development and Implementation of the European Union's Regional and Structural Policy in 2021 (795/2021)

EU legislation and guidelines

Along with national legislation, activities financed from the regional and structural

policy funds are governed by EU regulations adopted for the programming period 2021-2027. In addition to the Common Provisions Regulation adopted by the European Parliament and the Council, fund-specific regulations have been issued on the European Social Fund Plus (ESF+), the European Regional Development Fund/Cohesion Fund (ERDF) and the Just Transition Fund (JTF) as well as a regulation on European territorial cooperation (Interreg).

EU legislation

- [Regulation on Interreg \(EU no 2021/1059\)](#)
- [Regulation on the ERDF and Cohesion Fund \(EU No 2021/1058\)](#)
- [Regulation on the ESF+ \(EU No 2021/1057\)](#)
- [Regulation on the JTF \(EU no 2021/1056\)](#)



Carbon-neutral South Pirkanmaa 2030 project

Area: Akaa, Pälkäne, Urjala and Valkeakoski

Contact: Ossi Kekki, project coordinator, ossi.kekki@valkeakoski.fi

Webpage:

<https://www.valkeakoski.fi/kuntainfo-ja-hallinto/valkeakoski-tietoa/kehittaminen-ja-hankkeet/hiilineutraali-etelapirkanmaa-2030-hanke/>

Carbon Neutral South Pirkanmaa 2030 (HEP2030) project implements the measures of the South Pirkanmaa Climate Program and Roadmap for Resource Wisdom prepared in 2020.

The climate program for South Pirkanmaa and the roadmap for resource wisdom 2020-2030 have been prepared in co-operation with Valkeakoski, Akaa, Pälkäne and Urjala. The municipalities in the area belong to the HINKU network of pioneering municipalities in the Finnish carbon neutrality work, and the project will implement the municipalities' carbon neutrality work aimed at 2030. The aim of the project is to reduce the region's greenhouse gas emissions and to produce a guide to managing climate know-how, which can also be used by other municipalities.

With the help of project funding, training in climate competence management will be provided for municipal management and experts. In addition to the municipalities of Southern Pirkanmaa, the project also involves residents, companies, organizations and agricultural actors in the region's climate work. The project produces material related

to climate work and resource wisdom, which is published on the City of Valkeakoski's website. Based on the good practices observed in connection with training and stakeholder work, a guide to climate competence management will be made available to all municipalities.

The project, which began in May 2021, will continue until November 2022. The project, funded by the Ministry of the Environment, is part of a medium-term climate policy plan and will implement the government's goal of achieving carbon-neutral Finland by

Cooperative Kukkian Kasvattamo

From workshop to growth business

The development of the Luopioinen area requires improving the economic vitality of the area. Sustainable economic activity is essential to guarantee the region's services and a prerequisite for developing attractiveness to new residents.



There is business potential in the villages of Kukkia lake district. Based on the experiences of the Kukkia villages development project in 2019-2020, a new

regional incubator; Cooperative Kukkian Kasvattamo, has been established by the local entrepreneurs, entrepreneurial associations and companies.

The cooperative is a non-profit regional business incubator that develops and pilots new product and production ideas and transfers successful solutions to a new entrepreneur to develop or grow into an existing business. If necessary, the Kasvattamo can also support entrepreneurs in the area by organizing training or assisting in the recruitment of new labor.

The operation model of Kasvattamo is simple; we generate a novel business idea together with the local entrepreneurs and activists, conduct a pilot project and then transfer the business to a new or existing entrepreneur for further development. Low risk piloting is enabled by cost-free contribution of the local experts and a small amount public funding that is needed for the salary costs of the project staff. The concept is not only to pilot one business idea, but to develop an ecosystem that will benefit both existing economic activity and generate new companies

The first pilot project experimented renewal of the local boat building tradition, usage of the rare and valuable old wood material of the region's forests. As an outcome of the 2020-2021 pilot new company, Vendia Woods Oy started production of modern boat planks in December 2021 to the European market.

The second pilot of Kasvattamo was to experiment of running of a farmers' market in summer 2021 at the center of Luopioinen village. The market sold all the local products such as ice cream, vegetables and lamb meat, flowers, handcrafts and printed linen – and offered some services such as rental of electric bicycles, kayaks and other sports

equipment and laundry services. The operations were transferred to a local entrepreneur at the end of summer-

Pirkanmaa's villages sequestering and storing carbon

Location: Pirkanmaa province
Funding (EUR): Total budget 166 278, EAFRD 69 837
Project duration: 2019-2021
Project promoter: Pirkan Kylät ry
Contact: heidi.hallongren@pirkankylat.fi
Website: <https://www.pirkankylat.fi/hiiltasitovatkylat/>

Summary

The Villages sequestering and storing carbon project is especially topical at the moment as countries implement the Paris Agreement and the need for action to mitigate climate impacts is desperately increasing. During the project, over 30 villages around the Pirkanmaa region planned and implemented their own climate actions using their expertise together with old traditions so as to create new events and know-how.

All villages showing an interest in tackling climate change were chosen to participate, with great diversity amongst those involved some of them are located near growing urban areas, others are situated in sparsely populated and remote areas. All village gatherings, events and local community led operations are aimed at tackling climate change, but each village adds its own flavour to its actions and sets its own targets. The main climate actions that villages have implemented in this project are sequestering and storing carbon by using wood for construction, making biochar and planting trees. Also, carbon emissions have been reduced at community level in various ways.

Villages have, for example, organised events around environmental themes and local food circles, set up community gardens, developed recycling, composting and waste management, organised carpools and so forth.

Context

Climate change has been identified as one of the main drivers of rural change. Thus, it is a strong motivator for rural residents to limit their carbon emissions and adapt their everyday lives to the changing climate conditions. Carrying out concrete actions together in the community may increase their effectiveness as well as foster social benefits. This project gathers people together to discuss the effective carbon cutting changes that can be made in ordinary people's lives. Sharing information includes ways to reduce one's carbon footprint and how to potentially sequester and store carbon. Ultimately, it recognises that changes begin with small steps.

The project takes place in the Pirkanmaa province that is situated in the south of Finland. Pirkanmaa is the second biggest and fastest growing province in Finland. Climate change issues are highly prioritised at the provincial level as well as by municipalities



Several municipalities in the area are trying to reach carbon neutrality in the coming decades. The region has excellent resources to tackle climate change universities, research facilities, etc. The capital of Pirkanmaa province is Tampere, the second

biggest city in Finland after the Helsinki metropolitan area, but the province also has vast rural areas, including sparsely populated rural municipalities. The project is owned by the provincial village association Pirkan Kylät ry which is responsible for organising the activities in coordination with the villages. Therefore, the project brings new content to traditional village action content that is central to the future of the village and is inspiring new actors to join. Local communities have substantial potential to find new ecological solutions within their carbon cycle for reducing losses and waste, as well as carbon sequestration and storage. Concrete environmental actions could even become a source of pride and attraction for the local community's image in the country. Climate change, however, is a global issue and the need for change is global Change starts from people's attitudes, knowledge and practical steps. Some of the challenges faced by communities relate to energy production, recycling, mobility and consumption. Building a society that contributes to meeting these challenges requires community action.

Objectives

This project is activating the villages in the Pirkanmaa region to discover, develop and put into practice various strategies and actions to tackle climate change. The project aims to

- Raise awareness and build the capacity of rural villages to understand their carbon footprint and the possible everyday local actions they could take to help reduce emissions, close carbon cycles and sequester and store carbon.
- Inspire and support the villages to not only implement climate actions but adopt them as part of the ordinary, everyday functioning of the communities that will flourish and continue to evolve in the future.
- Encourage and advise villages to find solutions that are suitable to their current

situations and address their individual challenges.

- Promote the sharing of examples between villages involved in the project with other communities in the Pirkanmaa region and encourage them to join the transition towards renewable and low carbon solutions.

Activities

Initially, the villages involved in this project organized climate events, where the village communities discussed appropriate climate actions for their villages. Topics discussed included the condition of the village house and its heating system, how waste management and recycling work, village transportation (to where and how people move) and types of accommodation and their carbon footprints. Identifying where the carbon flows within these cycles and how it can be stored in the area, as well as opportunities and the potential of the area to contribute to the bio economy were also discussed. Additionally, easy and more demanding ways to reduce each individual's carbon footprint were highlighted.



The agenda for the climate events was the same in all villages, but the actions and experiments undertaken were different. The goal was to launch at least one or two concrete, low carbon experiments in each participating village. These experimental actions could be versatile and could be about, for example, improving the local waste management and recycling, planting

trees, developing renewable energy from local resources, replacing the old oil heating system of the village house with a more environmentally friendly alternative, establishing local sharing economy schemes and so on.

In deciding on the actions to be carried out in each village, these were approached through many different angles by questioning: How could the village environment be best used economically? For example, through tourism, local food or natural products? Is it possible to create new jobs in the villages through emphasising the bioeconomy and circular economy? Is it possible to store carbon and maintain the village landscape at the same time? Is fully climate neutral housing feasible?

During the project, several free events, seminars and workshops were organised for anyone interested on various topics, such as how to make biochar at home, how to make beeswax fabric wraps as well as information on solar energy, energy consumption and saving energy. A village school tour called “The Climate Heroes” was organised for children. It introduced the carbon footprint concept and everyday climate acts through interactive lectures where the children were able to test their knowledge in action. They were also given a Climate action video challenge, where the best videos were awarded and published on YouTube.

All actions carried out in the villages during the course of the project will be described from design to implementation and also evaluated in terms of their effectiveness. The aim of the evaluation is to identify good practices and bottlenecks in the implementation and transferability of the actions. For example, what is the potential of climate mitigation actions and experimental culture from the rural development perspective? Tools will be developed to promote and support low carbon and resource efficient social innovations that can be implemented in other rural areas.

Main Results

The project is aiming to achieve the implementation of many different types of climate actions that continue and still develop in the villages after the end of the project. It is hoped that these will spread beyond to all villages in the Pirkanmaa region so as to become part of the everyday actions in the village communities. After this project, villages will hopefully be on their way towards a full renewable and low carbon transition.

Initially, 30 villages were targeted for involvement in the project, but over the course of the project, another five villages joined in. As each village has undergone awareness raising, brainstorming and design of one two experimental climate actions tailored to their specific context, the project has resulted in between 35 to 70 locally implemented actions aimed at reducing emissions, closing carbon cycles, reducing waste and sequestering and storing carbon. They have designed new initiatives, such as producing biochar from branches and other biomass (garden waste), local food circles, community gardens, carpooling systems and flea markets. They have even introduced geothermal heating in public facilities. Events on various environmental themes were organized while systems for recycling, composting and waste management are being improved. Some of the villages are even experimenting with new kinds of communal living in modern eco villages.

At the regional level, there are many cooperating partners. Climate actions concern municipalities, organisations and associations from different perspectives. The Carbon Neutral Municipalities network (HINKU) offers networking potential and also cooperation with other publicly funded projects on climate change, dealing with forest usage, energy efficiency, etc. This allows for synergy in the regional approach towards tackling climate change. Some of the municipalities are working in

cooperation with the villages to reinforce their work.

Key Lessons

The Villages sequestering and storing carbon project offers people in rural areas tools to fight climate change. By reducing our carbon footprint in everyday life through collective actions aimed at reducing climate impacts and sequestering and storing carbon, we can tackle climate change at both the individual and community level.

Tackling climate change from a locally and community led approach gives new perspectives on village development and renewal. Gathering people together around climate actions that offer the potential for new bioeconomy and circular economy opportunities as well as enhance villages' attractiveness promotes a strong sense of community and strengthens social capital.

This project and the climate actions carried out in the villages are transferable to other regions in Finland and could also be replicated abroad. The collaborative and cooperative process is the foundation for communities to then determine what strategies will work for them, contributing to ownership of the ideas and buy in to carry the solutions forward. Climate change is a global issue and all actions to slow it down are needed. Daily activities have a huge potential when considered collectively and there is a need for targeted measures to promote and support efforts in rural areas.



4) HUNGARY

a) Overview of working national / regional programs

In Hungary there are 3 NUTS I level statistical large regions, 8 NUTS II level planning and statistical regions (these are the basis of almost all EU funds in the country), 19+1 counties (NUTS III; the +1 is the capital which has its own administration); the counties are made out of districts (NUTS IV), then there are the local municipalities (NUTS V).

The municipalities had an option to gather into micro regional associations and LEADER LAGs to obtain funds more successfully and in this case, they had to create a shared developmental plan to rule out conflicting interests, but the Act on Spatial Development introduced the districts within the counties (basically with the same level of authority, except the districts were created from above by the government and weren't based on the preferences of the individual municipalities) in 2014, thus terminated this type of gatherings (LEADER groups are still active and there are EU funds available for them from time to time to create their own strategic plan).

From a political point of view, outside the parliamentary elections, voters vote for the government of their county as well, these county governments have to have strategic plans for every fiscal period in harmony with the EU grants. The county seats also have such plans and every municipality or district that wants to apply for funds have to possess a plan for future developments. Local municipalities, especially small ones (usually villages) have to own a Local Program for Equal Opportunities which cites the local resources, statistical data of the villagers (their number, income, housing conditions) and the services available (nursery, school, doctors etc.). It has to point out the

endangered groups of the locals (usually women, children, elders, underprivileged people and people in poverty, often Romani). These documents have to make plans on how they'd like to upgrade the lives of these endangered groups, thus these Programs often point out strategical plans on building new houses, creating better services, offering developmental programs and trainings, making the settlement more livable for the locals (local festivals, gatherings, communal spaces etc.) These programs are made for 5 year periods and are reviewed by the municipality general meetings every 2 years.

For county seats and bigger towns the same document is required, but it is called an Integrated Local Developmental Strategy and it usually also contains the statistical data and developmental projects of nearby settlements as well that could be affected by the city's strategy.

In case the municipality wishes to create a local strategic action plan, there are several laws to abide to:

- 314/2012 (XI.8) governmental decree
- 1997. LXXVIII. law on shaping and protection of the built environment
- XXI/1996. Act on Spacial Development and Spacial Planning which is – in accordance with the EU regulations now –controls how the government, municipalities on a regional, county and local level can create and/or allow project plans in their area.

The most important distinctions between these strategies and action plans are the following:

- settlement development concept – for a longer, usually 10 year period, has to contain parts such as vision (regarding society, economy, landscape, natural and built environment), goals (overall and sub-goals), initial data to help further development and the tools and monitoring of implementation

- integrated settlement development strategy – usually for a 5 year period, has to contain the following parts – mid-level goals and their relations, interventions to help implementation, anti-segregation plan (in case the settlement has a segregated area), interrelations to other local plans, risk analysis and the tools and monitoring of implementation
- joint plans between municipalities – in their own jurisdiction, there are no specific parts required

b) Overview of working national / regional programs

To help local development, there are several programs which can be integrated to the local strategies. Most of these are coming directly or indirectly through EU funds and many of them are implemented by NGOs. Municipalities are usually applying for projects that are connected to structural development – new roads, bicycle roads between settlements, upgrading the energetic level of municipality buildings (town hall, offices, schools etc.). Other applicants, such as NGOs however can apply for projects that aim for social development, group development and enhancing educational and/or social skills.

The most important ones on a local level at the moment are the following:

Sure Start Houses – based on the British Sure Start Program, its aim is to help parents and children under the age of three living in the most disadvantaged areas.

Tanoda Network – afterschool program for socially and financially underprivileged children to receive the same options that their wealthier peers receive – the programmes include tutoring, family programs, trips etc.

Charity Organisations – not the traditional ones that collect and redistribute donations

but the ones that actively include the underprivileged target groups in their work. Several of these groups work with Roma people and although they often collect donations for them, they also organize community programs, create jobs specifically for them and tutor their children, usually within a non-formal learning environment (e.g. Igazgyöngy Alapítvány, Miskolc Horizont etc.).

Social enterprises – created so NGOs will not be dependent solely on project funds, while still maintaining their social development goals and methods. This means they have a social mission and instead of keeping the profits, it distributes it to its beneficiaries and uses them to maintain the operation of the organization. In Hungary, many social enterprises started with EU funds, however, after the projects ended, several of them couldn't have enough profit to maintain their operations. One of our case studies is about a successful one, and it can be said generally that the successful ones always include the locals, always based on a real need within the community and on the market and do not compete with neighbouring settlements, instead, work together with them, especially if they are not the best manufacturer in the area-

It distributes its profits to its beneficiaries and uses them to operate the organization, rather than returning them to private ownership



b) Case Studies : Examples of successful local practices or failures

Alsómocsolád, the Smart Village

One of the most famous practices in Hungary, which focuses on stopping migration from the village, and is highly focused on modern methods and practices. Alsómocsolád was among the first to digitalize the settlement, have its own currency and attract inhabitants.

Leader of the project:
Dicső László, mayor

The village's greatest challenge was that young people were moving away, people with higher level education were moving away, so the municipality had to stop and change this trend. For this, the municipality gathered a wide range of professionals to create its own development plan, its mentor program for attracting inhabitants, using infocommunication techniques in the settlement etc.

Basic Information- location of the case
Baranya county – Hegyhát District

- Elevation : 200 m
- Number of inhabitants : 351
- Area : 13 km²
- GPS: 48° 22' 30"/ 20° 25' 41"
- Alsómocsolád is a small village in Hungary; it's area is 13 km² with a population of 351 people (as of 1 January, 2021 with 152 men and 163 women living there; the population density is 24,2). The settlement is in the Southern Transdanubian Region, in Baranya county's Hegyhát district.
- The traffic conditions in Alsómocsolád are good. Three county capitals, Pécs, Kaposvár,

and Szekszárd are roughly equidistant from it (55-60 km), and three smaller towns, Komló, Dombóvár and Bonyhád, can be reached by car in a short time. Dombóvár's famous spa, Gunarasfürdő, is only about 20 km away.

- It can also be reached by train: the Dombóvár – Bátaszék railway line, built in 1872, is only 2-3 km away, and it has a common station with Mágocs, the Mágocs-Alsómocsolád railway station.
- The village (red) is surrounded by non-irrigated fields (light areas), then meadows, pastures and agricultural fields (darker areas). There also forests at the edges of the area and a great amount of fishing lakes in the middle. The average altitude is 200 m.
- The climate of Baranya County is influenced by its closeness to the Mediterranean Sea (Mediterranean influence). The number of sunny hours is high. The effect of abundant sunshine is even more pronounced on the southern hillsides. Temperature fluctuations are relatively low and the plot is mild. (The only exception to this is the cold microclimate in the inner basin of the Eastern Mecsek.) Precipitation is significant, the highest in the country.

Technical Infrastructure of the village :

- sewage system
- water pipeline
- gas
- electricity
- lodging facilities
- solar panels
- home for the elderly
- fitness park
- sporting ground
- playground
- forest school
- grocery shop

History

Archaeological finds from the Bronze Age and Roman times have also been found in Alsómocsolád. In the year 1900, a more serious Roman find was unearthed: a silver medal treasure of 1296 pieces. The first written record of Mocsolád is preserved in a charter dated 1294, in the Mocholai version. At that time the settlement still belonged to the abbey of Veszprém. Archaeological finds and the name of the place show that the settlement was present on the Baranya Hill for centuries.

In the spirit of the religious aspirations of King Stephen I, the church of the neighboring settlement, Mágocs, was built in the early 1200s, therefore no church was built in Alsómocsolád until the middle of the 1800s. In the 12th century the area was owned by the Benedictine abbey of Mágocs, then in the 2nd century. In 1510, Ferenc Bodó donated 25 villages to landowners on the border of Tolna, Somogy and Baranya counties, including Alsómocsolád.

It was ravaged and plundered in Turkish times, but its fleeing inhabitants slowly returned and built a new village a little further away - on the site of the present village of Alsómocsolád.

It was also inhabited by Serbs in the late 17th century. Over the centuries, in addition to the Hungarians, the inhabitants included Walloons, Slavs, Germans, and Italians, but the most significant ethnic groups in modern history are the Hungarians and the Germans.

The Dombóvár-Bátaszék-Baja-Csikéria railway line, built in 1872, is a major milestone in the life of the village. The Italian workers working on this construction site (not knowing, intentionally or accidentally) set fire to the village houses, but the people living here rebuilt them. Throughout its

history, the life of the village has been significantly influenced by the Perczel and Sztankovánszky landowner families. The church, built between 1826 and 1836, is a monument thanks to the Perczel family. It was consecrated in 1836 in honor of the Apostle St. Andrew. Most of the construction costs were borne by András Perczel and Ferenc Perczel.

In 1930, 746 inhabitants declared themselves to be Hungarian and 68 German. In 1947, the deportation of the German population began. In 1970, there were 570 Hungarians and 43 Germans living in the village. The population has been declining since the 1960s.

Target groups (who benefits from it ?).

Initially, the pilot project's target group was the village and in time, all the villages or settlements that were interested in sustainable development. We can differentiate three main actions within the developments (often they overlap and strengthen each other).

- making the village more habitable for inhabitants
- reaching out to other institutions, creating networks with municipalities
- attracting potential inhabitants

Within these actions, the municipality started to use ICT products to make the institutions more available in 1997, there was the first internet point in the country, and created a system where almost everything can be done online at the municipality. The village was soon called the prototype of small village and in 2016 the municipality created a network of similar settlements who'd like to join their proposals.

The municipality also works together with other settlements in protecting and preserving the existing natural habitat, created its own protected area and invited other municipalities to join the initiative.

For the potential inhabitants, they've created the Future Weaver Program which is a mentorship program for those who'd like to move to Alsómocsolád. The program organizes multiple days long visits for them so the applicant can have time to explore their options and to see the everyday life of the village, then they can apply to the program. The mentors help them with moving in, get to know the community, the services, and also help the locals to accept the newly arrived. For those who can't buy a house, the municipality offers houses for rent.

Participants (who worked, what)

The most active participant is the mayor, who runs the village since 1990. The mayor was behind most of the ideas, his commitment and activeness to develop the settlement is the core that makes these projects go.

The employees of the municipality, the mentors in the mentorship program also help a lot with these projects, but the whole community is very active with a lively civic life, local festivities and openness to new ideas.



4. Outputs (what was produced - quantity, change of quality)

Subject of activity :

- local developments
- networking
- attracting inhabitants

Alsómocsolád has a local nursing home for the elderly (Autumnal Light Home) which offers 46 residential places and also daycare for those who don't want to move in to the home. The elders can receive physical therapy, mental healthcare from a psychiatrist and social care.

There is a library and Digital Wellbeing Points in the settlements, although the library and community building had to be closed due to the pandemic. Despite this, the locals can call the librarian who delivers books to them every Monday.

Regarding sports, there is a fitness park, a sporting ground in the nearby forest and a playground in the village where children and adults alike can go to. The local sport's association also holds a Sport's Day every year for the inhabitants and has a bowling and an extreme sports subdivision as well. Alsómocsolád also holds the International Knife and Axe Throwing Championship which attracts people not just from Hungary but from Russia, Poland and the Czech Republic as well.

Visitors can stay at the local guest house which has 11 rooms with 40 beds or at the student inn which offers accommodation for 44 people in total. The guest house has its own bathrooms for every bedroom, free wifi, a fridge and a tv. The hostel has three rooms altogether, all with its own bathrooms, the tv and fridge are in the common room.

Alsómocsolád has an active life; it has 13 civic organizations from sports clubs to youth government which all has the ability to form the plans and life of the settlement. Since the village has a close-knitted community but

had to face the depleting number of its youth, the municipality started its Future Weaver Program in 2014. Small rural villages often try to attract new inhabitants with cheap houses and lands, but people arriving from urban areas often live up all their savings (due to not being able to find a similarly paying job locally), become lonely and move back to the city.

Alsómocsolád thus requires a motivation letter from everyone who wish to move to the village, they lead 2-3 days long trips where the interested parties can really feel what it is like to live in a rural village and have a mentoring program for those who finally decide to move their. The municipality also offers houses for rent to those who can't buy their own house in the village.

The municipality also has its own local currency, the rigac which is named after a famous outlaw who was active in the area during the 19th century. The currency can be spent on anything in the village, it can be used at the shop, the post office, at the municipality to pay for taxes etc.

According to the latest data (November 2021) there are 187 working-age people living in the village, 16 of them are registered job seeker (5 was registered more than a year ago). Nine inhabitants receive some governmental allowance. Altogether, the unemployment rate is 8,56% in the village.

Alsómocsolád is part of several groups. Its municipality has several connections to Mágocs and Bikal due to its educational and healthcare facilities among others. The municipality is also part of the Network for Economic Solidarity, the Mikroregional Union and the Association of Hungarian Conservationists, along with the Network of Smart Villages Program.

It is hard to assess all the incomes and expenses within the village, considering the number of civil organizations, so we

combined the incomes and expenses of the municipality and its organizations (culture center, community building inc., house of the elderly, mentoring program):

This assessment is not full, only covers the costs and incomes mentioned by number in the yearly reports and since most of these organizations and institutions fall under different financial reporting duties, some of them only accounts for the expences or missing several data. So the incomes are for sure higher than this number, considering that around 40 people live in the home for the elderly and almost all of them pay full price for living there; on the other hand the COVID-19 pandemic hit hard on the guest houses and trainings, so it's more than possible that 2020 was not a profitable year.

Expected development of the project

The municipality wishes to become more independent energetically, which means they are promoting to install solar panels on the houses of the inhabitants as well, not just municipal houses.

They'd also like to become a HUB of new technologies, meaning they are welcoming pilot programs and methods with ITC technologies as well.

5. Results / Benefits - success story (what was achieved, how, why)

During the years Alsómocsolád achieved it's main goal which was to attract new inhabitants and make the settlement more liveable. The new inhabitants said in several interviews that there is everything in the village that anyone would need and which is not (for example a local school) is available nearby.

The municipality developed modern and accessible infrastructures - the home for the

elderly, developing the library into an internet access point when there were no Digital Wellness Points in the country, digitalized most of the municipality's paper based work as well.

Indicator	Unit	2020
Income	€	44 534
Expenses	€	127 934

Although the most available sport in villages is football, Alsómocsolád offers other types of sports - there is a fitness park, a sports ground and a playground, as well as a hiking trail which also teaches about the local natural diversity and how to protect it.

Since the village has become especially famous after introducing its own currency (the rigac) which can be used in the local grocery shop, for local taxes etc. the village also started to attract tourists as well, so the municipality created a guest house and a hostel as well.

Alsómocsolád has an active life; it has 13 civic organizations from sports clubs to youth government which all has the ability to form the plans and life of the settlement. Since the village has a close-knitted community but had to face the depleting number of its youth, the municipality started its Future Weaver Program in 2014. Small rural villages often try to attract new inhabitants with cheap houses and lands, but people arriving from urban areas often live up all their savings (due to not being able to find a similarly paying job locally), become lonely and move back to the city.

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The basis of the successes of the municipality is that it didn't want to preserve or go back to its agricultural roots, it wanted to modernize the settlement while leaning strongly on strengthening community ties and including the locals in the decision making process.

6. What problems were experienced to achieve the results

Alsómocsolád had the same issues in the start than the other small villages in the region - difficulties in public transport, sporadic industry in the region, the migration of those with higher education and the altogether poverty of the region (which is among the 33 most disadvantaged areas in the country).

The municipality couldn't change the issues of the regional level, so started to develop the things it had power over - the utility supply, public services, modernizing the telecommunication, strong involvement of the local inhabitants.

The locals were also a bit shy in the beginning with the new inhabitants, but the mentoring program helped not just the new but the old settlers as well to expand the community. In the beginning, the locals didn't understand why would anyone move to a small rural village when they could live in the city and they were sure the new ones will give up and move back to bigger cities. The community building programs ensured that

this was not the case, they didn't want people to move in and out of the village, thus created the application process for the interested who wanted to move there.

Nowadays the municipality wishes to install solar panels to as much houses in the village as possible, and that could be possible since at the moment there are governmentally supported projects for civilians to do so. The slight problem is that there is no communal thinking in these projects, so in case someone has an energy excess during the year, he can't give it to his neighbour for example, the energy company takes it, so the municipality is debating this issue on higher levels as well.

7. Advices, hints

- Find the local needs and give smart solutions to them
- Be as independent from the state as you can, don't wait on their resources
- Attract entrepreneurs, intellectuals, workers alike
- Work together with your neighbours - be part of networks, don't monopolize on everything you have
- Always include the community, welcome outsiders
- Constantly search opportunities to grow

8. Contact details (institution, manager, address, phone, mail, webpage, etc.)

Municipality of Alsómocsolád
 Address: 7345 Alsómocsolád, Rákóczi u. 21.
 Phone: +36 72 451 748 or +36 72 560 141
 Email: mocsolad@t-online.hu

Future Weaver Program
 Forrai Mária Melinda
 Phone: +36 30 233 7867
 Email: forraimarcsi78@gmail.com



Gömöraszólyos, the pilot for self-sustaining villages

This was one of the first self-sufficient villages in the country with its own ideas for sustainability and eco-friendly solutions. The model was created by professionals who used Gömöraszólyos as a pilot project and its results are still held among the best practices in the field.

Leaders of the project:

É. Kovács Judit, mayor
Vigh Andrea, project manager

The primary problem was the same as all the problems of small rural villages and even bigger cities at the time. After the collapse of the socialist state, people were struggling with the lack of jobs that were ended with the era (since most of these were unable to maintain themselves without the state's help, based on solely the market's demands). The unemployment rates went up, workplaces closed and those who were able to (mainly the youth) moved away, closer to available positions.

In 1993 the Miskolc Institute of Ecological Foundation for Sustainable Development chose the village as a location for its sustainability program and since then, the settlement is a best practice for all who is interested in eco-conscious settlement development.

Basic Information- location of the case

Borsod-Abaúj-Zemplén county – Putnok District

- Elevation : 280 m
- Number of inhabitants : 81
- Area : 8,77 km²
- GPS: 48° 22' 30"/ 20° 25' 41"
- Gömöraszólyos is a small village in Hungary; it's area is 8,77 km² with a population of 81 people (as of 1 January, 2021 with 40 man and 41 women living there; the population density is 9,23). The settlement is in the Northern Hungarian Region, in Borsod-Abaúj-Zemplén county's Putnok district, directly next to the Slovakian border. The nearest settlements are Kelemér (2,5 kms away), Zádorfalva (8 km) and Szuhafő (11 km), Aggtelek with its famous cave system (15 km), Putnok (district center, 12 km) and Miskolc (county center, 45 km). The settlement's average altitude is 280 m.
- 55% of the village's area are meadows and pastures, the main water source is an underground water supply that gathers water from several brooks in the area. The area's 55% is meadows and pastures, 11% are non-irrigated fields, 5% is primarily for agriculture with significant natural flora, and 29% are covered in forests.
- The climate is humid continental, with a strong influence due to the mountains. It is one of the coldest regions in Hungary, with an average annual temperature of 9° C. Compared to the national average, the area is more prone to rainy days.

Technical Infrastructure of the village :

- sewage system
- water pipeline
- drilled wells
- gas
- electricity
- grocery shop
- lodging facilities
- horse riding school

History

It is mentioned in the charter as Poszoba first in 1232 and then in 1251. A charter from King Sigismund from 1397 also mentions Poszoba along with Kelemér. In 1424 it was owned by the Doby family. In 1566, the Turks set fire to the village. Elemental disasters were also common, in 1879 the village was washed away by a storm but then rebuilt. The settlement took the name Gömörszőlős in 1906, before that it was called Poszoba. It once belonged to the district of Tornalja in the counties of Gömör and Kis-Hont. The Treaty of Trianon affected it sensitively, as the western edge of the village became a border, and areas beyond this were transferred to Slovakia, including most of the village's forests. From then on, the village belonged to Borsod County and the Putnok and later Ózd districts. It has been an independent village since 1991. Today, Gömörszőlős is the only settlement in Hungary that still preserves the name of the historical counties of Gömör and Kis-Hont.



Target groups (who benefits from it ?).

Initially, the pilot project's target group was the village and in time, all the villages or settlements that were interested in sustainable development. The "Gömörszőlős, the Sustainable Village" program was launched in 1993, where the staff of the Miskolc Institute of Ecological Foundation for Sustainable Development

established a training center presenting environmentally friendly technologies and implemented projects to promote the survival of local crafts and traditions.

The project was initiated and implemented by the Foundation's workers, the main goal was to find and try out sustainable methods of agriculture and community building. Their primary method is based on Ruth Stout's work which claims that there is no need to extensive intervention in the garden, we have to let nature do its course, utilize local sources and don't take the local flora and fauna as enemies but as friends. The foundation claims that as we can't overuse the land, we also have to look out for our mental health, thus agriculture, local developments and communities have to strengthen and not divide each other. It's founder, Dr. Gyulai Iván received the title Knight of Cross from the Order of Merit of the Hungarian Republic in 2015 for creating the program.

Since it's creation, the village implemented several eco-conscious development (solar panels, sustainable agriculture, eco-friendly houses) and regularly holds trainings for decision makers, entrepreneurs and other interested parties on sustainable agriculture and community building techniques.

Participants (who worked, what)

The foundation's members are considered the most active in the development, they are the creative force behind the projects, however, the partnership of the municipality was also important to implement these projects. The mayors throughout the years were supportive of the projects and were active in the developments.

It can be said that Gömörszőlős has an active civil life. The residents are also interested and active in the projects, many of them uses mulching technics in their gardens. The other

civil organizations in the village are also very active in participating in these projects as well.

4. Outputs (what was produced - quantity, change of quality)

Subject of activity :

- creating a training base for those who are interested in sustainable development
- holding trainings and workshops
- creating tourist facilities that are also based on sustainable methods
- disseminating the methods and successes to other settlements

Since its 1992 foundation, the organization implemented several projects regarding eco-conscious sustainability, not just in Gömörzölös, but around Miskolc as well. The projects in or involving the village (or the methods) are the following:

Peasant wellness in Gömörzölös (2015-2016)

The theory and practice of sustainable development has already attracted many to Gömörzölös, a small village in Gömör, where the cultural treasury is complemented by an intellectual workshop on sustainability. The aim of the village and the Institute of Ecology is to develop knowledge and attitudes about sustainability and to contribute to the development of practical steps on the road to a sustainable society. One of the elements of this endeavor is the "Peasant Wellness of Gömörzölös" established 6 years ago. Volunteer weekends take place every two months for a long weekend, with participants learning about the culture of the village, the rural environment, the challenges and opportunities of the countryside. They participate in an organized way in the day-to-day activities related to the program, in the

life of the foundation and the village, all in the spirit of volunteering. With the help of their work, a permaculture organic farm will be developed to improve the quality of the environment and the soil. The five-hectare extensive orchard, together with ancient fruit varieties treated with traditional cultivation and protected botanical rarities, serves to preserve natural values. Valuable work is going on on these kalaka weekends in terms of biodiversity, conservation of native species and landscape species. They also learn a special method of sustainable soil management, deep mulch cultivation and the basics of permaculture.

Within the project university students also were able to do their practical studies in the village.

Helping environmental protection decisions (2009)

Within this project, the foundation held conferences, trainings, researches on biodegradability, sustainability, eco-friendly habitats and methods.

Training garden (ongoing)

The foundation has its own garden where the theory becomes practice and it is the base of many trainings and visitations. They also created a short booklet on sustainable gardening for anyone who is interested in the method.

Sustainable lifestyle workshop in Gömörzölös (2014)

The aim of the project was to share the rural development experience gained during the 20 years of the "Gömörzölös, the Sustainable Village" program with other regional actors, and the participants to share their own experiences with each other. The objectives included the transfer of attitudes and practical knowledge about sustainable living, the improvement of the social situation of the population and households

through austerity, the increase of self-sufficiency, the reduction of environmental burdens and resource use, and the transfer of knowledge about sustainable resource use. The long-term goal of the co-operation was for more and more people to acquire knowledge of sustainable living through coordinated and co-operative activities. Participants in the project therefore not only acquire the knowledge, but also pass it on in their own area.

Swiss-Hungarian Cooperation Program (2014-2015)

The project contributed to the spread of a sustainable lifestyle approach and practical knowledge, thereby making more efficient use of the resources of the environment, thus reducing the burden on the environment and improving its condition. The social goal related to environmental goals was to provide the poor rural population with knowledge that can improve their quality of life even in the absence of money. Making public works programs green was also a goal.

The target group was the public works managers of Gömör municipalities, public workers, the interested population, those receiving agricultural vocational training, children, disadvantaged women and the Roma.

Gömörszőlős Information Point (2010-2012)

During the project several buildings were renovated or constructed: construction of a new information center building; renovation and increase of comfort of an accommodation building; design of cooking kitchens; development of a heating and domestic hot water system based on renewable energy sources; application and demonstration of other environmentally friendly technologies.

As a result of the project, they promoted knowledge about sustainable living through various means of communication: produced a film series and prints on 3 topics; organized workshops to introduce alternative technologies (mass stove, solar dryer), organized lectures for university students, organized a visit to the information center for regional schoolchildren, and held trainings for decision-makers and communication professionals.

ESTO projekt (2012-2014)

The ESTO project (European Expert in Traditional Orchards) was implemented with the support of the Leonardo da Vinci Lifelong Learning Program in cooperation with organizations and institutions in Germany, Denmark, Austria, Poland, France and Hungary. The initiative was motivated by the fact that there is currently no form of training focused on traditional orchards, where a wide range of knowledge could be gained from the cultivation of orchards to the marketing of the products that can be made.



Climate Needs Farmers (2012)

Knowledge and understanding of farmers is essential in the context of agriculture and climate change, as well as sustainable food production. While many researches address issues of climate change and sustainability, in practice there is far less information and knowledge available and applied. Current vocational training in agriculture still strongly supports intensive farming with significant CO2 and NO2 emissions.

The “CLIMATE” Leonardo Partnership project was organized to introduce other approaches to agriculture, climate-friendly methods and good practices, and interesting initiatives, in which various organizations and institutions from 6 countries (Austria, Germany, Poland, France, Turkey, Hungary) they work together with a specialist.

The name 'CLIMATE' is not only the equivalent of the word climate / climate, but also an acronym from the following English words: Cooperation; Limitation; Innovation; Mobilization - mobilization; Action; Tradition; Education.

The idea was that to impart knowledge that can be used by many people during the project, such as agrobiodiversity, food safety, soil cultivation, nature conservation, etc.

As a result of the program, a website was created to help access experience and knowledge, a handbook and a 6-language professional glossary, as well as a European database of schools teaching organic farming, and a bookmark to describe the program.



Pohánka Guest House (2020-2021)

With the implementation of the investment, the foundation's guest houses were renovated and expanded with the use of eco-friendly, sustainable methods and resources, so in the end the guest house was able to

uphold its own energy use without outside sources.

There is no Planet B (2018-2020)

Film I: Human and Environmentally Friendly Gardening 2.

The second part of the film entitled “Human and Environmentally Friendly Gardening” about deep mulching, which was shown on Youtube in January 2019 and attracted 129,277 viewers by the end of the project, was completed. Facebook has added 10,100 more views. The film can be viewed on the Institute's Youtube channel: <https://www.youtube.com/watch?v=m5ZzMWQtA30&>

II. Publication

A booklet on the deep-pound method has been produced for educational purposes, with more than a thousand copies. These were taken over by the participants during the lectures and trainings, and several copies were sent to organizations for distribution. The booklet was taken over by 1,004 people. The booklet can also be accessed electronically and will be sent electronically to all parties during consultations.

III. Presentations

During the project period, there were 32 lectures in rural locations which reached a total of 1153 people.

Themes of the lectures:

1. What is the No Planet B program and what is sustainable resource use?
2. Soil fundamentals of soil renewal
3. Why not rotate the soil and forget the current way of cultivating the soil?
4. How to manage differently?
5. Why do we cover the soil and what is a compost-leaving deep mulch?
6. Why not turn the ground and who will do this work for us?

7. Why not irrigate living soil?
8. Why is we not allowed to weed and who are the weeds?
9. How do plants protect themselves, and why is it bad for us to protect them?
10. The basis for avoiding artificial plant protection is a healthy plant that is rooted in the soil of the field.
11. The self-sufficient nature

Venues and photos of the performances are available at the FOLLOWING link

ARC. Trainings

During the year and a half, the foundation organized a total of 20 two-day trainings in Gömör-szőlős, during which 308 people got acquainted with compost-leaving deep-mulch farming.

V. Meetings

They arranged a total of two three-day meetings for those who had already tried the deep mulch. The meeting provided an opportunity for participants to learn from each other and get direct answers to their questions.

VI. Facebook group

They have created a Facebook group called "Human and Environmentally Friendly Gardening" with the aim of allowing users of the method to exchange experiences or ask questions. The group has more than a thousand participants and interest remains high. In addition to the group, we also provided a personal, electronic consultation opportunity, which was used by nearly 100 people.

Facebook group link:
<https://www.facebook.com/groups/2174401919310303/>

VII. Garden visits

They selected four gardens by the end of the project period that their maintainers would be happy to show to others. They visited the gardens cultivated with deep mulch in the

settlements of Mány, Nyim, Ágostyán, Múcsony, Miskolc, Alsóvadász, Eger, Tompa, Balmazújváros, Gödöllő, Somoskőújfalu, Debrecen, Nyíregyháza, Magfalva, Székelyszabar.

The heart of Gömör (2018-2019)

The attraction created as a result of the Heart of Gömör - Heart Paths tender program is a thematic experience road, which is based on the natural and cultural endowments of 5 settlements, under the consortium management of Putnok City Municipality, which includes 13 stations and educational trails. The members of the consortium have put together the foundations of their program in such a way that anyone can find the right element in it, including those who value hiking, those who value crafts, and those who value time in nature the most.

Energy awareness lifestyle in Gömör (2019-2020)

Within the framework of the project, the primary target group is the population of the Gömör region, but in the case of some program elements also involved those interested in the rural settlements of BAZ county. Within the target group, the key regional actors who have an influence on the local population are of primary importance. These are mayors, clerical workers, minority municipal leaders, teachers, key employers. Our target group is also the student youth and the Roma population.

Within the framework of the project, implemented awareness-raising campaigns, visitor programs in Gömör-szőlős, interactive creative workshops, lectures and professional circles, and expanded the existing demonstration offer with three new demonstration elements (tube snake solar

collector; passive heating of a greenhouse; energy-conscious lighting). The township events are linked to the famous days of the village, which attract many local and outside visitors. For these events they made the models of the collapsible-disassembled rocket stove, the beer collector dryer, the tube snake solar collector, and presented the most important knowledge of the energy-conscious lifestyle on boards. Adapting to the conditions of the rural environment, also covered the possibilities of saving agricultural energy use.

The Source of Life (2017-2020)

The aim of the project was to address the manifestations of different segregation (poverty, minorities, the elderly, the disadvantaged, etc.) by ensuring the coexistence of otherwise segregated groups in different programs. The motto was "to be together, to act together". In practice, this means that rural programs were attended by rural people, rural people are urban, young and old, Roma, disadvantaged and preferably all segregated groups took part in the events. Another important goal of our programs was to help fight poverty. People living in poverty need, on one hand, the knowledge to earn an income and, on the other hand, to save money from their meager income with a frugal lifestyle knowledge. Knowledge of a sustainable lifestyle offers a solution to this. For example, most people in the countryside heat with wood, but waste knowledge on an expensive resource. If you learn good firing practice, you can save money, but your life will be more comfortable, and even because you treat wood sparingly, nature will be better. Similarly, in housework, environmentally friendly solutions can save women, their wallets and the environment. Expanding knowledge always serves this triple goal. If more edible mushrooms are known, more varieties can be collected at a

time, if they are dried with a solar collector, they can save energy, but the contents are not lost in the food either. The compost-heated greenhouse simultaneously generates heat and forms excellent soil, providing more but healthier food.

The organization, as we can see from their previous projects, has their own projects, but often cooperates and implements them with other organizations and municipalities as well. The projects aim to distribute eco-conscious knowledge among a wide population, including people in public work to local and regional decision makers.

Their job is mainly covered from project funds, so as long as they keep winning projects, they can continue their jobs. On the other hand, as a civil organization, can receive money from payroll tax offerings and has their own income from the guest houses in the village.

Indicator	Unit	2020	2019
Income	€	68 504	135 196
Expenses	€	86 683	70 663

Structure of income (2020)

Item	€
Projects	61 985
Sales	6 519
Total	68 504

Expected development of the project

The Foundation's last financial report stated that during the year almost 10.000 people benefitted from its activity, including those who received sanitary packages during the pandemic. The foundation continues its work in environmental protection, eco-consciousness and sustainability.

Gömörszőlős is still a strong brand in these areas and the foundation's main goal is not primarily profit but to disseminate its results and methods, especially among those who are making decisions locally or nationally.

In this case, the foundation is quite successful in winning national and international grants for its work and is able to continue its work.

Moreover, along with the help of the municipality and the locals, they were able to reconstruct several traditional buildings which are suitable for visitors for a longer stay as well.



5. Results / Benefits - success story (what was achieved, how, why)

Gömörszőlős was the first eco-conscious village in the country, well before sustainability and eco-friendly methods were in the mainstream. It successfully adapted international methods and created their own, based on the local resources and the options of the local community. The foundation was the source of several practices that later became popular in similar projects such as including the community, creating solar panels from beer cans at home, teaching locals and visitors alike to simple tricks on how to use their environment in a more eco-friendly way etc.

The projects gained national success over the years, its founder received state awards for his accomplishments and although the organization doesn't have hand-made products for sale, they implement workshops, projects, community programs to disseminate their intellectual results.

Moreover, although it's not a constant, the results made it possible that the number of inhabitants are slowly growing in the village (there are waves in the incoming and going inhabitants, at the moment, it is growing).

6. What problems were experienced to achieve the results

The greatest problem, from a working point of view, is that the village itself is directly next to the border, far from bigger settlements and is a sack-village with only one way in and out of the village. Reaching it is also hard, so the settlement had to develop a method to if not stop the migration from the village, but to at least make it liveable to the inhabitants.

Fortunately, the founder of the organization had experience in sustainable agriculture and the leadership of the municipality was also open to create the project. Having a good and active relationship with not just the municipality but the other organizations and inhabitants of the village is essential in presenting results.

However, since the foundation's main income is from project funds, it can become problematic in case these funds stop. As many project based developments in the country, the main problem is that these organizations are dependent on these funds, have no or very little income from other sources, so even though the sustainable methods are well liked and adapted by the locals and visitors alike, the funds are

essential in upholding the organization's daily operations.

7. Advices, hints

- Have a vision
- Use methods that are locally achievable and easy to apply
- Be a part of the community, not an outsider who knows better
- Be creative, be open, and be visible
- Have a good communication with other local institutions and the community
- Have an open eye for new opportunities, always search opportunities to grow

8. Contact details (institution, manager, address, phone, mail, webpage, etc.)

Gömörszőlős Község Önkormányzata
 3728 Gömörszőlős, Kassai út 20.
 Tel: 48/435-017
 email: gomorsz@freemail.hu

Ökológiai Intézet a Fenntartható Fejlődésért
 Alapítvány Oktatóközpontja
 Gömörszőlős, Kassai út 37-39
 email: iroda@ecolinst.hu
 web: www.ecolinst.hu
 telefon: 20/407 6875 (Vígh Andrea)



Image-building in Trizs

The municipality of Trizs, along with the local social enterprise (that was founded by the municipality) created its own brand using the village's resources. What started as creating locally sourced jams and syrups, quickly became a brand that can sell at other parts of the country and with successful marketing it started to develop the whole village.

Leaders of the project:

Mácsi Istvánné, mayor

3724 Trizs, Petőfi S út 10

E-mail cím: postmaster@trizs.t-online.hu

Telefonszám: 06-48/504-203

Trizsi Ízek Szociális Szövetkezet (Flavours of Trizs Social Enterprise)

<https://trizsi.hu/kapcsolat/info@trizsi.hu>

The basic issue the creators had to face was, like many other small settlements in the country, the emigration of skilled labor and young people, since there was no suitable position for them locally. Being relatively far away from available workplaces, the youth started to move closer to their workplaces, which also meant that those who remained were mostly older, less skilled or not available to move (e.g. taking care of family members, disablement etc.).

Among the common pillars of eco-conscious villages, such as Trizs, the most important was the social sustainability, that was followed by the economic and environmental sustainability (but these were way less important than stopping the

decrease of the inhabitants). State and EU funds were essential to start the developments and the village is still dependent on them, although they started to generate impressive profits. Economic independence is still further away, but Trizs is on a good way to achieve it.

Basic Information- location of the case

Borsod-Abaúj-Zemplén county – Putnok District

- Elevation : 274 m
- Number of inhabitants : 203
- Area : 10,25 km²
- GPS: 48.433 / 20.500

Technical Infrastructure of the village :

- domestic sewage treatment plants at houses
- water pipeline
- drilled wells
- gas
- grocery shop (run by the social enterprise since 2020 due to COVID)
- lodging facility
- football field

History

Its first written mention dates back to 1275, but it was still inhabited before. It was a royal estate, the royal guards lived there. According to the records, in 1496 the Tornaalja family was the landlord. The village was completely depopulated during the Turkish occupation and only repopulated later. By 1773, in addition to the Hungarian population, the settled shepherd population was also significant. Due to the location of the village, it was not suitable for farming, so its inhabitants were engaged in animal keeping.

Target groups (who benefits from it ?).

The developments started by creating the local social enterprise which's aim was to be able to offer positions to those who had strong working skills and a willingness to learn, but the municipality's only option at that time was to offer them positions within the public work program.

The public work program started in 2009 in Hungary for the registered unemployed, so they'd be able to reacclimate to the workplace and would be able to work again. The idea was that in this transit program, the unemployed would be able to learn new skills, professions and have a protected working environment until they learn how to perform adequately at „real“ jobs. On the other hand, the municipalities got funds for hiring these people and give them fairly easy tasks such as keeping the streets clean, working on the municipality's fields etc.



However, the program has its issues, in this case, that the people who were in the program in Trizs were more than capable to work (they had adequate educational levels, had work experiences etc.), the problem was that they were unable to find work in or close to their village. Since the public work program offers a payment under minimum wage (so it motivates the people to get back to the primary labor market), the idea was to create a social enterprise, where several of these people would be able to do the same

work they do in the program, for a full payment.

Thus, primarily the beneficiaries were the people who were able to work in the social enterprise, instead of the public work program. It is also a good motivator for those who are currently in the program. Furthermore, the whole community was able to benefit the enterprise's work since it was a strong catalizator for strengthening the community, giving them goals and start several other developments in the village (guest house, tourist trails in the forest).

Trizs is also one of the few eco-conscious villages that was able to turn the decrease of the population and achieved a spike in the population's growth (which was the primarily intended goal of the developments).

Participants (who worked, what)

The source and most active participant was the mayor and 11 local individuals who started the social enterprise in 2015. We can also mention the leadership of the enterprise who were responsible for creating and managing the brand, finding trading partners, disseminating the products.

The enterprise got the building of the manufacture and shop for use free of charge, along with the machinery. Most of the costs come from material expenditures and personnel expenses.

19 570 000 Ft (2020. annual data)

4. Outputs (what was produced - quantity, change of quality)

Subject of activity :

Expected development of the company

Every year, our social enterprise expands with some activity. Some activities are transferred to another company, which is not yet a social enterprise. In 2020, we plan to start operating a fruit dryer, and to make further progress in the construction of apartment buildings. We would also like to participate in the expansion of the infrastructure - roads and sidewalks for the municipality. And the construction of a community center for seniors is also planned. Furthermore, we would like to expand partnerships, improve and increase customer relationships, expand existing production, workshops, and construction of new apartment buildings.

5. Results / Benefits - success story (what was achieved, how, why)

The products of Trizsi Flavors have been developed based on the recipes and experiments of the housewives working in the public work program. The customers mostly choose the products because of their homey character and the rare pairings of flavors, such as pear jam with white chocolate, apricot jam with lavender, dogwood, rosehip, rum chocolate blackthorn plum etc. The most popular syrup is Grandmother's raspberry syrup, but the pine bud syrup, sage and lavender syrup are also special.

The products are made in a small fruit processing plant operated by the social enterprise, which was implemented in the "High Added Value" public employment program element and was handed over in the summer of 2018. The enterprise was able to employ 6 people during the FOCUS program (2018-2020).

The products are mainly made from fruits and herbs produced and collected by the

employees, as well as raw materials purchased from regional producers. The special products have brought many regional awards and national recognition to the enterprise and to the village as well. In addition, the products bear the trademark of the Borsod-Torna-Gömör Association "Homemade supreme".



form of cooperatives and associations), they have often been presented in the academia as “humanitarians or saints”. Currently, several SEs have received endorsement from a growing number of political and social leaders across the world. SEs have resulted in increasing interest and acclaimed success in solving complex and persistent social problems, as well as including people at social exclusion. SEs mission is generally for the welfare of the society, the profit is the secondary scope which also always is seen as the contribution to society. The SE identifies and undertakes the neglected or unidentified social problems within the society with the aim of yielding social benefits.

In such a context, as far as the category of companies and startups with a social vocation is concerned, a fundamental role to support the demand in emerging and being connected to capital could be played by business incubators dealing with social innovation (or social impact, social vocation, whatever you wish to call it).

What exactly are social impact and social enterprises in Italy? Social impact referred to is, of course, positive, measurable, providing innovative responses to widespread problems and improving the life quality of wide population groups.

A company with a social impact is an organisation that introduces social innovation, i.e. “a new solution to a social problem more effective, efficient, sustainable or fair than existing ones, where the value created is primarily attributed to the community as a whole rather than to private individuals”.

As already mentioned in this article, often social impact enterprises are mistakenly confused with non-profit enterprises, although this is not the case: while non-profit enterprises always have a social impact, the opposite is not always true. On the contrary, there is a growing number of social and forprofit companies, therefore doing

5) ITALY

a) Overview of working national / regional programs

I. SOCIAL ENTREPRENEURSHIP IN ITALY AND IN TURIN CITY

Introduction

Social Entrepreneurship plays an important role in the today’s society. Recently, attention to the field of social entrepreneurship has increased significantly, both in the practical world and in academia. More and more Social Enterprises (SE) are created in Italy. Though SEs have always been present in the modern society (in the

business, creating value and wealth, whose mission is to create innovative products, services or models to meet social needs and create economic development, to solve the greatest human, environmental and health issues. Consequently, SEs are starting to booming in Italy, in Turin as well, also with a significant assistance and support of social incubators. Social incubators play an important role in organizing acceleration programmes to boost the number of social enterprises, as well as to provide support, awareness, training, networking, etc.



1. Social Entrepreneurship in Italy

Even in Italy, the trend is positive, especially thanks to the innovative role of startups, as certified by the Social Innovation Monitor, a research group of the Politecnico di Torino (Department of Management Engineering and Production) that carried out an analysis of innovation and social entrepreneurship in partnership with Italia Startup and supported by Cariplo Factory, Compagnia di San Paolo, Impact Hub Milano, Make a Cube3, SocialFare and Social Innovation Teams.

On the other hand, “social innovation” is a cross-cutting topic, even the mixed incubator model offers its benefits, being able to create positive interactions between very different entrepreneurs and to foster cultural innovation among those who still confuse social impact with no-profit. Incubators have a key role to play in supporting these social enterprises, not only in providing support for the development of

the business model, management coaching and social impact assessment, but also and above all in terms of relations and capital research efforts, providing possible investment opportunities.

The report counted 197 incubators in Italy at the end of 2020 between business incubators, mixed incubators and social incubators. The type of incubators, which contributed to boosting SEs, identified were:

- Business incubators – 0% of companies with a significant social impact as part of the total have been incubated.
- Mixed incubators – one to 50% of companies with a significant social impact as part of the total have been incubated.
- Social incubators – more than 50% of companies with a significant social impact as part of the total have been incubated.

About half of the incubators in the sample, incubates companies with a strong social impact (mixed and social incubators). 90% of social incubators are private, one in ten is public.

Mixed incubators also have predominantly private features 63.6%, while business incubators are almost equally divided between public 30%, public-private 35% and private 35%.

Services offered by incubators usually are:

- Social incubators consider the offer of social impact assessment services, training and consulting, support, workshops, networking, etc.
- Business and mixed incubators consider the offer of physical spaces and shared services to be more relevant.
- Entrepreneurial and managerial training: a service considered most relevant for those who incubate organisations with a significant social impact, mixed and social incubators.

II. SOCIAL AND URBAN DEVELOPMENT IN TURIN CITY

Introduction

Urban peripheries are often researched as emblematic entry points for the study of a city and its future challenges. In Turin, peripheral areas are particularly telling of the city's history, demographic trends and socio-cultural transformations. Until the 1980s, most Turinese peripheries were the beating heart of the city as it was where industrial activities were located. Therefore, the economy of the city and the employment of most of its inhabitants revolved around these areas.

The industrial crisis and closure of the majority of the city plants severely affected the local economy and the working class's living conditions, which in most cases were already fragile. To attempt tackling consequent issues of poverty and marginalization, the municipality of Turin developed over the years several urban regeneration plans, involving both urbanistic restructuring as well as the promotion of social activities, through the mobilization of various associations. Among these, the central project Periferie (1997 – 2005) and its "urban recovery programs" are particularly telling of the type of interventions and vision which characterised such plans, namely an idea of redevelopment focused on strengthening social relations and community building. The crisis of Fordism, industrial crisis, which left more than six million square meters of dismissed industrial areas, imposed to re-consider not only the city identity, after being a factory-city during all the twentieth century but also to re-think about the large urban emptiness left which could be transformed - as the 80% of urban areas in Torino – and included in the Objective 2 of the European Structural Funds.

Moreover, investments for 2006 Olympic Winter Games gave a further impetus to urban transformation. A huge amount of national and transnational resources, both public and private, landed in Turin and major

projects of urban transformation were developed. The core idea being, at that time, that the urban development plan was an instrument for managing and transforming the city: new districts and new urban centralities were created, such as the transformations of the "Backbones" of the city and the re-use of a massive number of large dismissed industrial sites.



III. IMMIGRANTS INTEGRATION IN TURIN CITY

Introduction

The City of Turin seeks to promote an integrated approach to migration and refugee governance. Effectively, this entails facilitating collaboration across different municipal departments in order to develop inclusion pathways for recent arrivals, along with the promotion of coordinated responses between local public, private and civil society stakeholders. In the case of the Morus Association, the active engagement of Metropolitan Turin has, to date, been relatively limited.

Turin further adopts a decentralised approach to migrants integration. Approximately 10, 000 refugees are hosted in decentralised locations throughout the Piedmont region of Italy. This represents a conscious strategy designed to direct migrants and refugees into mountainous

areas in order to repopulate declining communities and reduce pressures on inner-city/suburban neighbourhoods.

Turin is also characterised by a sizable and heterogeneous immigrant population, which is changing the landscape of the city. Urban regeneration processes, migration flows and transformation due to the increase of the ethnic economy, combined with the shift from the previously automotive-oriented economy to a knowledge-based and ICT economy, are examples of converging processes that affect the urban social fabric in profound ways. They add new dimensions to the already existing economic, social and cultural diversity. Turin has experienced four various migration waves with differing thrusts and motivations.



The first wave started in the early 1970s and included students, mainly from the Middle East, Senegal and Nigeria, and political refugees and regime opponents from Chile and Argentina in South America and Eritrea and Somalia in Africa.

The second wave, also in the 1970s, was composed mainly of domestic workers; initially Somali and Eritrean women, then Filipino and Cape Verdean nationals.

The third wave occurred in the period between the mid-1980s and the mid-1990s when Turin witnessed a surge in the number of Moroccans and other Africans settling there, along with Asians from the Philippines and ethnic Chinese communities and Peruvians from South America. The last wave

brought eastern Europeans to the city, many initially from Albania, followed by Romanians and others.

b) Case Studies : Examples of successful local practices or failures

CASE STUDIES AND BEST PRACTICES- ITALY

On the topics of:

- Social Entrepreneurship in Italy and in Turin city
- Social and Urban Development in Turin city
- Immigrants Integration

1. Social incubators, co-working spaces and social innovation

centres boosting Social Entrepreneurship in Turin.

Turin is the city full of local initiatives contributing enormously to boost social entrepreneurship awareness, as well as accelerating SEs by providing different support in terms of training and education on different topics, mentoring, support in finances, networking, concrete investment possibilities, etc. Here is the list of the ones contributing the most in developing SEs:

1.1. SocialFare (Centro per Innovazione Sociale) – Turin/Italy

SocialFare Centro per l’Innovazione Sociale is the first Italian centre devoted entirely to Social Innovation: through research, capacity building and co-design, it develops innovative solutions to meet the urgent contemporary social challenges, generating a new economy. Through two annual calls, it selects and speeds up the best startups with

a national and international social impact, investing in companies able to develop innovative solutions to meet the most pressing contemporary social challenges.

1.2. Torino Social Impact – Turin/Italy

Torino Social Impact is an alliance among public and private actors that in the framework of their activities carry out projects with a meaningful social impact, thus composing a cluster rich in skills, initiatives, opportunities and services.

The different partners also collaborate in a horizontal strategic planning aimed at: building common infrastructures and pilot projects to strengthen the ecosystem; creating a collective brand to promote the ecosystem and position it on the global map of social impact investments. This section is a showcase of all projects, services, opportunities, events generated both by the partners individually and by the collaboration among them.

It offer the following services: Training, mentoring, coworking spaces, networks of competence, support and guidance for social startups.

1.3. Cottino Social Impact Campus – Turin/Italy

Cottino Social Impact Campus is entirely conceived, designed and oriented to generate, share and spread the culture of social impact Organizations and individuals interested in building a better, fairer, more sustainable and more inclusive future, became part of a new knowledge-building effort where social impact driven contents are the core of a new transformative cultural framework, well beyond the traditional professional training currently available.

It contributes to the world-making effort of interpretation and creation of a new systemic sustainability within new instruments, languages and practices, referred to the the most advanced social impact thoughts and experimentations. The Campus offers new education & learning aggregating individuals

and organizations that are already contributing to the development of a global vision aligned with a social impact mission. Experts, academics, practitioners, researchers, policymakers and businessmen converge on the Campus to share their thoughts, know-how and experiences, building new ecosystems and thought leadership to interpret the challenge of social impact culture.

1.4. TSI – Torino Social Innovation – Turin/Italy

It is a group of young experts riunited to boost social entrepreneurship of Turin city. Cities are facing new societal challenges due to economic, environmental and demographic changes. However, cities have an enormous potential as innovation collectors because of the strong concentration of competences, high-educated people, resources, networks. Therefore, cities need to develop new models for sustainable, intelligent and inclusive growth.

Torino Social Innovation is a public program, a set of strategies and instruments to support new young enterprises that are able to address social needs in different fields (as education, employment, mobility, health, inclusion), and to create a blended value for the society, both social and economic.

The aim is sustaining young social entrepreneurs, their creativity, their digital competences, their perception for social improvements.

The main objectives of TSI are: fostering the culture and the awareness of social innovation, supporting the development of creative communities, sustaining new forms of sharing economy, simplifying the development of business projects for an economy that is more dynamic, inclusive and sustainable.

This partnership involves the Municipality of Turin and other 40 organizations, with the

aim of creating an open ecosystem of actors and stimulating synergies among them and is the added value of TSI. It works as an open platform, a multi-stakeholders system, with different competences in research, entrepreneurship, policies for young people. Public and private organizations join this open platform integrating their services (for example spaces, advisory, finance, and so on) in favour of the development of social innovations in our city.

2. Social Enterprises in Italy

A company with a social impact, social enterprise (SE) is an organisation that introduces social innovation, i.e. “a new solution to a social problem more effective, efficient, sustainable or fair than existing ones, where the value created is primarily attributed to the community as a whole rather than to private individuals”.

Social impact enterprises are mistakenly confused with non-profit enterprises, although this is not the case: while non-profit enterprises always have a social impact, the opposite is not always



true. On the contrary, there is a growing number of social and for-profit companies, therefore doing business, creating value and wealth, whose mission is to create innovative products, services or models to meet social needs and create economic development, to solve the greatest human, environmental and health issues.

Social cooperatives, however, do not exhaustively represent the whole “phenomenon” of Italian SEs; indeed, other non-profit organizations can also be considered as SEs in all respects, even though they sometimes do not declare or consider themselves SEs. The activities managed by SEs are also wider than those managed by social cooperatives. In fact, social enterprises have expanded their sectors of activity in recent years: whereas the first social enterprises only provided social, healthcare, educational and work integration services, their current activities include the provision of other innovative services such as environmental, cultural, sport and recreational activities, the promotion of economic development, etc. Moreover, the “Italian” SE concept is increasingly being flanked by those of “community enterprise”, “community cooperative” and “citizens’ cooperative”, and these types of SE seem to have a considerable potential for growth.

Types of SE in Italy:

- Social cooperatives. Those cooperatives that aim to pursue the general interests of the community and the human promotion and social integration of citizens through: (a) the management of social, healthcare and educational services, or (b) the performance of any activity with the aim of providing employment for disadvantaged people

- Social enterprises under the form of associations. Associations are organizations constituted by groups of people to pursue a shared goal, which can consist in an advocacy activity for members and non-members, but also in the provision of services.

- Social enterprises under the form of foundations and religious institutions. The objectives of a foundation can vary widely; nevertheless, they are characterized by their non-commercial nature. Foundations can

pursue educational, religious, family-related, and even military objectives.

- Limited company social enterprises. Limited company social enterprises may undertake activities in the following sectors: social and healthcare services; education and training; social tourism; environmental and ecosystem protection; promotion of cultural heritage; university and post-graduate education; research and provision of cultural services; extracurricular training; delivery of services that are instrumental to social enterprises. Reflecting on the challenges and perspectives for SEs, it is necessary to take into consideration at least four main trends that influence the importance of SEs in Italy and will develop their future:

- The first major trend is the emergence of new social needs—linked e.g. to the extension of life expectancy, which creates new needs in terms of assistance to the elderly—and the increase in already existing social needs—linked e.g. to the increase in the number of poor people. Given the insufficient increase in the provision of public services, this has reduced opportunities for many families to access social health and educational services—a trend that is confirmed by the high number of people who declared to have declined health services for lack of income.

- Secondly, public expenditure in welfare services will not increase—and will maybe even decrease—in the future, due to the constraints imposed on public budgets, especially in countries like Italy, which have to reduce their public debt/GDP ratio.

- Thirdly, and this is a welcome challenge, private companies are increasingly attentive to the necessity of providing new services for their employees, such as personal services, healthcare and education. The Italian government is also supporting this new trend through tax benefits.

- Finally, a fourth major trend that will influence the future development of SEs is the recently approved Law on the third

sector, which reduces constraints on SEs and increases the number of sectors of activity in which they can operate. Social enterprises can now be active in the fields of waste management, services for SEs, management of cultural events, social housing and so on. These sectors are characterised by a widening gap between supply and demand, which social enterprises should be able to take advantage of to launch successful businesses.

For this reason, more and more SEs are established in Italy in order to meet the demanding needs of the society, to meet the social problems which are arising due to also the recent pandemic situation, to increase the number of people, as well as people at social exclusion or disabled ones, who are active in the labour market through SEs.

3.1. Social Enterprises in Turin

3.1.1. Xenia srl impresa sociale: established in Turin in 2016 and unites employees of different background. It was established with the scope to improve the quality of people by putting the different professional preparation of its employees and its own network.

Drawing on the experience of its staff, Xenia provides key services in the planning and management of humanitarian and cooperation emergency missions, such as:

- operational design and planning;
- preliminary assessment of feasibility and risk management.

A fundamental condition for the SE is the sharing with projects's partners of the objectives that characterize the spirit and attention to the needs of the person, synergies with local administrations.

So in simple words, it assists in planning, organizing, managing the humanitarian missions on logistical point of view as well as in avoiding several risks, etc. Despite being a young third sector company, Xenia is made up of a series of professionals with years of

experience behind her, gained in the fields of international cooperation (humanitarian missions, assistance to Italians abroad, peacekeeping missions, assistance and reconstruction conflicts and disasters) and, in particular in planning missions abroad. The international scenarios where this experience has materialized and consolidated are the most complex at the humanitarian level, ranging from the Middle East (including the territories ranging from Turkey, Pakistan, Afghanistan) to the MENA Area (Middle East North Africa), to Central and South America.

Leaving for a mission abroad without adequate planning from an operational and safety point of view can entail a series of risks, both for the personnel involved in the



field and for the beneficiaries of the mission themselves. To avoid inefficiencies and potentially harmful situations, it is therefore essential to rely on experienced and highly qualified personnel who are familiar with the socio-political context and the networks of local actors who act on a daily basis in the area covered by the intervention.

The work of Xenia develops from this specific know-how: they evaluate the project together, share the objectives and make sure that the realities that rely on mission planning have all the necessary tools to work in high-risk contexts effectively and safely, focusing on the actions envisaged by different projects are safe and logistically well managed.

3.1.2. La Cooperativa Animazione Valdocco:

The Valdocco Animation Cooperative is a social enterprise, a social cooperative for the production of work, not for profit. It is aimed at the promotion, design and management of social, health, educational, entertainment and cultural services, aimed at preventing and containing the risks and effects of exclusion and social hardship and works in integration with other cooperatives, voluntary organizations, realities of associations, public institutions. Its mission is to deal with exclusion and social hardship, planning and managing social health and educational services in partnership with Local Public Administration.

Intentionally realizing, through entrepreneurial activity, social inclusion or offering excluded, "disadvantaged" citizens, opportunities for social reintegration. Reduce the risk of marginalization of individuals and groups of citizens through entrepreneurial activity, also relating to social, health and educational services. Involving the local community and the bodies that represent it through entrepreneurial activity in the analysis and search for solutions to social problems.

The Valdocco Animation Cooperative provides social services and works with the following target groups:

- adults with difficulties;
- young people under 18 years old;
- families and parents at social exclusion;
- old people;
- people with mental illnesses and difficulties;
- people with various toxic dependencies;
- disabled people;
- minority groups and refugees.

The Cooperative offers design and management services for Social, Health and Educational Services in various areas: community development, disability, drug addiction, the elderly, mental health, minors, children and adults in difficulty. Since 1980 it

has managing both on behalf of Municipalities, Consortia, Health Authorities, the European Community, and directly, educational socio-health services, animation services, job placement services, assistance services. Its activities, its projects, its services are located in different areas of the Piedmont Region, and mainly in the provinces of Turin, Biella, Cuneo, Asti, and Verbanco-Cusio-Ossola.

3.1.3. Xké? Impresa Sociale Srl: Xké? Impresa Sociale Srl was founded in 2016; since then it has designed and managed informal education activities for third parties and in this perspective it is partner of one of the 14 national early childhood projects approved by the Fund for the fight against child educational poverty, Spazio ZeroSei: places of experiences and thoughts for children and families . Furthermore, it developed (and is experimenting) the social impact project "Il Banco dei Sospesi".

Since 2014, Xké? has assumed greater functional autonomy, becoming one of the services that the consortium company Xké? ZeroTredici carries out on behalf of the Foundation for the School (one of the Company's partners) in a supply chain logic with Spazio ZeroSei (the action within the ZeroSei Program carried out on behalf of the other partner, Compagnia di San Paolo Foundation). Designed only for primary and lower secondary schools, to be that intelligent place for informal education that integrates the educational curriculum and a local science laboratory, on some special occasions during the year it is open to families Xké? The curiosity laboratory was initially designed to offer schools 6 educational paths: "The five senses", "The units of measurement", "The room of Pythagoras", "Robotics", "The roots of Piedmontese science" and " The light". In 2015, the courses became 27 (differentiated by age group), with the aim of enriching the training offer for schools. Always, why? it is

open to local groups and associations for inclusive extracurricular activities and as a form of return to the territory.

Xké? participates in numerous social beneficial projects. One of these is entitled "Il Banco dei Sospesi". It is an online platform willing to assist and help the ones who suffered the most during the pandemic situation. The platform is created also with the scope to teach children how social solidarity is important and how social inclusion could be beneficial to the whole community. The project's main idea is that the ones willing could leave as a gift a ticket to the museum or cinema, a voucher in the supermarket to buy food or to prepare a good qualitative dish to the ones in need, a cup of coffee or a book, etc. The main idea was that the one who can and is able could support the other person who has economic difficulties to enjoy small joys of the daily life. It is a perfect example how social enterprises could contribute not only educating future generations willing to contribute to community, but also how a concrete help and assistance could be provided, even in smallest gestures, to help someone in need when crisis, as the pandemic situation, appears.



3.1.4. Via Baltea: Via Baltea - Laboratori di Barriera is managed by the Sumisura s.c. - Resources for the Environment and the City, in collaboration with the Sumisura social promotion association. Sumisura s.c. is a

cooperative founded in 2007 that operates in the field of urban regeneration and redevelopment and local development, made up of architects and social workers who work in an integrated way, systematizing the various professionals; deals with the commercial management of the community hub spaces (cafeteria, spaces for courses and activities).

Sumisura aps promotes forms of active citizenship, solidarity and citizen participation to ensure social impact to projects and initiatives aimed at the territory, helping to manage them by experimenting with new circular subsidiarity relationships between cooperation, associations and public institutions; manages the social and cultural activities of the Social Bar, aimed at the neighborhood and its inhabitants.

Via Baltea 3 is a multifunctional place with craft workshops, a restaurant business and spaces for services for citizens and the neighborhood. A former 900 m² printing house today is space for:

- cafeteria / social bar (with information desks on energy saving, cohousing, services and opportunities in the city, workshops for repairing domestic objects);
- kitchen club (community kitchen / gastronomic laboratory to organize courses, gastronomic self-production, meetings and parties);
- carpentry workshop;
- co-working office;
- large hall for activities and courses to be built with citizens and associations;
- PANACEA (a bakery specializing in products with sourdough);
- the JST - Jazz School Turin;
- a space for various activities;
- S-Nodi, a research and action center born in Turin to generate community building practices.

Via Baltea aims to integrate commercial and production activities with particular attention to the aspect of sociality and the

construction of solidarity and quality relationships.

One of the leitmotifs is that of production and self-production: in the Barrier Laboratories goods and services are produced, but they are also places where recycling, self-repair, consumption saving and exchange are intended to be promoted.

3.1.5. Colori Vivi/Article 10 Onlus: Article 10 Onlus was established in 2013 from a courageous project by a group of friends. After developing projects for housing and cultural integration, in 2016 they had another idea, perhaps a bit crazy: to create a business with social purposes, to concretely help the women we welcomed to fit in better in society contexts. Thus was born the Sartoria COLORI VIVI, a laboratory to offer a concrete and qualified profession that would allow women to become autonomous and able to choose their own future.

Integration and autonomy, capacity for self-determination and dignity cannot be fully realized except through the exercise of a work activity, capable of making everyone participate in the life of the community and offer the necessary economic income to determine their present and future. So this project united women at social exclusion and the social enterprise was created through which all the women could demonstrate and use their talents in fashion, as well as to earn for the living.

Since January 2017 it has opened the first tailoring workshop in Turin, employing four women supported by some expert stylists, seamstresses and pattern makers.

The prestigious KERING Foundation Award - based in Paris - which was awarded to the company in 2017 recognizes the value of its idea and supports COLORI VIVI in the challenging and complex path of transforming tailoring into a real social enterprise.

In May 2020, tailoring was transformed into a social enterprise, capable of supporting

itself through its collections and spreading the ideals and the integration model pursued by Articolo10. Today the tailor's shop produces accessories and women's clothing in the vision of a fashion characterized by refinement and elegance but which turns its gaze to the delicate theme of social cohesion.

Numerous women, who were at social exclusion or who were not capable to maintain themselves, now can use their talents, can create, can express themselves and can support themselves from economic point of view. This social enterprise is a perfect example about how social project and willingness can help to people, who have less opportunities, to use their talents in daily job activities and to contribute to the community through the economic benefits.

3.1.6. Izmade: Izmade is an architecture and design studio that produces furniture and fittings. At the same time, it shares equipment and skills, opening its own laboratory and organizing courses for enthusiasts and events on environmental sustainability.

The company, as a social enterprise, pursues purposes of common benefit, operating in a responsible, sustainable and transparent manner towards people, communities, the territory and the environment, cultural and social assets and activities, bodies and associations and other stakeholders. The company carries out a stable and main activity of general interest for the pursuit of civic, solidarity and social utility purposes, without profit.

Izmade has been carrying out high-quality design projects for companies and individuals for years: made-to-measure furnishings and customized fittings, thanks to a team of highly qualified professionals. Izmade uses eco-sustainable materials, such as recycled materials, industrial processing waste and by-products, innovative and recyclable materials, with the aim of

spreading and supporting greater sensitivity in the careful use of natural resources and the use of recycled materials in daily life. It realizes bespoke furniture and custom furnishings: Izmade is the interior design studio specializing in woodworking. Izmade produces catalog furniture products, special and custom-made furniture, furniture design, dealing with the production and sale of furniture, furnishings and furnishing accessories with low environmental impact. Izmade is a social enterprise because it carries out education and instruction services aimed at preventing early school leaving and combating educational poverty, as well as cultural activities of social interest with educational purposes: training courses, didactic and training workshops for citizens, schools, universities and companies, aimed at spreading the knowledge of woodworking and eco-sustainable craftsmanship. Events are also promoted, such as conferences and workshops, for the dissemination of the culture of eco-sustainable craftsmanship, self-production and the conscious and careful use of materials with low environmental impact. It develops numerous projects which concentrate on involving people at social exclusion, to present them with more opportunities as well as on environment sustainability.

Moreover, it has created Izlab Makerspace. This workspace is the hybridization between a design studio and an artisan workshop, between a workshop and an architecture studio. Izlab Maker Space is open to the public, to all who are willing to take the benefits. The spaces, some tools and materials are available to enthusiasts, designers, makers and in general to anyone who needs a space to make or repair something at very affordable costs.

3.1.7. DinamoCoop: the startup DinamoCoop was founded in 2013 by the will of the Congregation of San Giuseppe dei Giuseppini of San Leonardo Murialdo, Santo

Sociale Torinese. DinamoCoop, by promoting work placement paths for young people and adults in difficulty, represents a positive example of social sustainability that generates new opportunities for entrepreneurship, hospitality, training and work. Aware of the will, as well as the need, to implement and specialize the offer over the years, it has initially decided to enter the market with 5 services: cooking and catering center, carpentry and crafts, wall decorations, cleaning and maintenance of structures.

Since 2014 the enterprise expands the list of services offered. Its customers - individuals and companies - can choose between 3 new lines of services: maintenance of green areas, management and supply of vending machines, transport and assembly of furniture and, starting from October 2014, an eyewear production laboratory. The increase in the service portfolio, which today has 8 different areas of expertise, has allowed to the company to successfully pursue its mission aimed at the Common Good, increasing the number of jobs and specialization courses offered.

DinamoCoop is composed of a competent and reliable team of skilled artisans and carpenters, cooks and event management operators, carpenters, decorators, cleaners, etc united to offer a cooperative service to customer satisfaction, guaranteeing the principles of "ethical enterprise", where social values are at the base of its offer.

Passion, enthusiasm, creativity and professionalism of different experts of different service sectors the factors that distinguish its work, always attentive to the needs of the customer. The motivation that unites and feeds its team is the heartfelt and shared desire to carry out their duties in the best possible way, with professionalism and care, interpreting the growing working needs of the area in 8 different sectors:

- maintenance of green areas;

- management and supply of vending machines;
- transport and assembly of furniture;
- maintenance of green spaces and gardens;
- wall decorations,
- cooking servents and small events organization;
- cleaning and maintenance of structures;
- carpentry and crafts.

3.1.8. Avanguardia Impresa Sociale SRL: this social enterprise was born from the experience

gained by young people willing to create, design and use their talents in respect of environment. Since 2013, the APS has been inserting unemployed creative young people, after a path of manual skills in the social cooperative, into the world of work, thus launching the figure of the intellectual craftsman. The non-profit social cooperative IL MAGGIOCIONDOLO, on the other hand, included prisoners on alternative punishment who, in close contact with young creatives, made furniture with recycled material. It is space dedicated to projects related to environmental protection, local Italian cultural heritage and corporate culture of handicrafts. Its main aims and goals are:

- Environmental protection (it works with recyclable materials).
- Territorial economic development (it supports the development of small businesses).
- Development and support of traditional cultural/artistic production (it dedicates to train artisan artists).
- Improvement of the quality of artistic projects (it is a platform of ideas, cultural and artistic exchanges and professional feedbacks).
- Puts the person back at the center of reflections and projects on the city (provides work possibilities for people at social exclusion or unemployed young people).

A group of handicraftsmen, architectures and designers disassemble the product and go back to the material with which it was made, thus removing the function for which it was created. Later using the recycled material, new furnitures and crafts are created which are used in bars, restaurants, shops, etc.

During the past years Avanguardia has gain some important achievements:

- in 2016 Foscary University of Venice, Faculty of Economics and Commerce, in the framework of the Narias Project that has selected 5 excellences of venetian companies, studies the Avanguardia brand and its social impact;
- in 2016 the architecture Giuseppe Padovani is selected, with two Avanguardia products, to present at international design competition "Source Self-Made Design";
- in 2017 the Streetwork project developed by Avanguardia has gain the special mention as the best innovative project and start up in Italy and Milan;
- in 2018 Avanguardia is inserted in the list of among one hundred excellences of Italian companies operating in circular economy terms.

II. SOCIAL AND URBAN DEVELOPMENT IN TORINO CITY

1. Development of different areas in Turin city

The best practices we are going to analyse below is investigate urban regeneration policies and projects to gain insights about their inclusiveness and related perceptions by the local population. The rent gap is a concept used in geography and aimed at identifying the difference between the potential and current value of a given neighbourhood. Value is used here in a broad

sense and is referred in the literature as rental income and property value but more generally also as financial, competitive potential or economic opportunities. In Turin, the link between urban regeneration and the potential value of different areas has become quite visible: neighbourhoods closer to the centre and with a financially attractive potential have undergone a faster transformation (for example, in terms of building and infrastructural renovation, development of economic activities, nightlife) but also a more exclusive one, less functional to the needs of local inhabitants. In addition to the urban renewal projects under way, it must be envisaged social housing estates spread all over the territory, interacting with all the areas under renewal, from those along the so-called Spina, to the centre and to the decentralized districts. In these time of deep transformation, Turin is redesigning its urban image not only to react to the new economic vocations, but also to develop new networks of relationships, meetings and leisure time activities. It is going to be achieved through different projects, initiatives taken as best practices:

1.1. Periferie Project (Suburbs Project): it is a proposal of the global development of the territory of Torino, which recognizes the value and identity of each part of the city, and aims to overcome the dualism between centre and suburbs.

The most distinctive aspects of the project are:

- Urban and environmental regeneration, which make it possible to improve the residents' quality of life.
- Proposal of economic and social development initiatives, which increase the value of local resources through incentives to economic activities and the creation of new jobs.
- The recovery of an identity and a sense of belonging, by stimulating dialogue about

common problems and conflict mediation to identify areas of common interest.

The implementation of the Periferie Project (Suburbs Project) is agreed with the district administrations, and a collaboration protocol is established. A group of operators with different skills creates a working group, or Laboratory, gathering together associations, economic entities, municipal service technicians, voluntary groups and local residents. The Laboratory receives petitions, demands and suggestions, on the basis of which it drafts proposals for interventions, which the City Council and district administrations will take into consideration into subsequent regeneration plans in order to take mindful decisions. The Laboratory also monitors the concrete implementation of the projects and local development initiatives.

The Periferie Project (Suburbs Project) does not replace the existing structures but links them together. It introduces an approach based on integrated planning, well aware that any change to housing, common areas or roads will change citizens' behaviour and the possibilities to accessing the various opportunities. A model of urban transformation which reflects the turnaround in the overall quality of the territory, breaking the bonds of inferiority between one area and another, was defined by the coordinated action of workers of the social services,

cultural services and technical offices, with the active participation of the involved residents and with the support of communication tools. The Periferie Project (Suburbs Project) is made up of different instruments, financed by the European Union, Italian Government, Piedmont region Council, and very often the Turin city Council budget. They include Urban recovery programmes, Neighbourhood Contracts and local development actions, plus two large include projects: The Gate and Urban 2.

1.2. Mirafiori Sud and its transformations:

The area of Mirafiori Sud represents the quintessential industrial neighbourhood. Since its inauguration in 1939, the FIAT car factory was at the centre of its redevelopment from a rural area to an urbanized and production pillar of the city. After World War II, the plant was at the centre of the Italian economic boom and Turinese demographic transformation, attracting millions of workers from all over Italy.

Between 1951 and 1961 the city population passed from 719 thousands to 1,025 millions of inhabitants. In the 1970s the Mirafiori FIAT plant employed around 70 thousand people. Such changes resulted in the transformation of the area also in terms of fast housing development and the emergence of many social problems linked to the difficult living and working conditions and later, with the crisis, lack of employment. Mirafiori Sud was also an emblematic Italian case for what concerns workers organizing, political activity and sociality more generally. Among these, the events of 1969 and 1980 are particularly telling of the workers struggles and their efforts to advance better working conditions, resist to massive dismissals and promote a culture of solidarity. Despite the crisis and scaling back of the industry, this important heritage is key to understanding the history of the area and the ways in which work, social organizing and the role of institutions transformed over time. Despite the urban regenerations plans of 1990s, today the neighbourhood is in a process of depopulation and still faces issues of unemployment. Mirafiori Sud is still generally regarded as unattractive from an urban marketing perspective as it is far from the city centre and has few tourist attractions. This is actually playing a positive role in terms of the inclusiveness of ongoing

local urban regeneration projects. In contrast to areas where regeneration is nested with gentrification, most of the projects in Mirafiori Sud remain targeted to the local population and developed to strengthen local communities. As an example we can mention “Greening projects: environmental restoration and a new sociality”.

Greening projects represent an important aspect of the regeneration efforts of the last years in Mirafiori Sud. Among other, the neighbourhood includes a vast green frontier which divides the city from the nearby towns and agricultural fields. In the industrial period, the development of this green public area was neglected and it was partly used as dumpster by factories. Today it is an area where several projects of environmental regeneration and urban agriculture experimentation are taking place such as the European project ProGireg and the urban gardening initiative Orti Generali. Orti Generali resulted from the conversion of a large agricultural area and part of a public park into individual allotments that can be rented by the city inhabitants. In addition to the development of such urban allotments, Orti Generali also provides a series of activities, such as training courses and collective gardening sessions, giving a considerable importance to volunteering. Both authors studied this project, identifying similar points particularly worth analyzing in relation to urban transformation.

Among these, the emphasis on voluntary work and the jeopardizing of other ways of using this space such as the activities of unauthorized gardeners cultivating in the area since several decades. A general tendency to focus on volunteering as a new form of (unpaid) labour is particularly tangible in Italy and often criticized, especially in the context of high unemployment. According to several of the

researches’ respondents, unemployment however is not the only challenge present in the periphery. The lack of spaces for socializing was often presented as a problem as well as a possible starting point for further socio-economic revival. Volunteering was experienced as an opportunity to create a network of acquaintances (even for possible future employment), a way for acquiring new skills and counteract forms of isolation typical of many post-industrial suburbs. These elements are important to unpack the local meanings of volunteering and they are also telling of the changing sociality in the area.

Urban transformation is indeed accompanied by a change in social experiences (the way these are set up, the actors that are involved in their organization, the role of external institutions, to name a few) and expectations of the local population, but most importantly a new morality that is reproduced through such social initiatives. The case of unauthorized gardeners is telling about some of the limitations to the inclusiveness and extended sociality of these regeneration processes. The practices of unauthorized gardeners have a long history linked to the industrial past of the area as many of them used to be factory workers, for whom gardening was always a mean for self-subsistence and for compensating alienating working hours in the factory.

While projects such as Orti Generali tried to dialogue with them - and proposed them to remain while adapting to the new rules of the project - not all wanted to adapt and were de facto expelled from these areas. Their case is an interesting entry point to study urban transformation dynamics on the ground and the way in which these processes include silenced clashes with what was there before. The idea of promoting greening and sustainability can in fact be advanced in multiple ways and the careful observation of the ways in which this unpack on the ground

reveals all of its complexity and moral aspects.

1.3. Porta Palazzo project: Porta Palazzo is a problematic as well as a stimulating district: every day on the square stage opens and closes one of the greatest markets in Europe, with 40.000 persons and 15 tons of trash, every day we are witness of the cohabitation difficulties of a population that assembles the 20% of the urban immigration, continuously more or less legal little activities and shops born and die, people looking for low price renting come and go, with initiatives and projects of the Administration and of several local actors, public and private ones, who aim to improve the district life. During last years the attention payed to the Porta Palazzo district has grown up: the public Administration, the European Union Commission, Ministries but also private bodies and entrepreneurs have begun a process of resources investment that the Porta Palazzo Project Committee feels a duty to tell about. For this reason it was proposed to put on the net a data bank that holds, gives details and describes all intervention and all activities that in the last years have given a contribution to the rebirding process of the Porta Palazzo and Borgo Dora area. It is not only about the actions tied to the European Project The Gate. With 30 April 2002, in fact, The Gate is concluded. Introduced in 1996 from the City of Torino to the European Union and financed from it, it has given to life to the Committee Project Porta Palazzo. In the years of experience of the Project, much has been spent in terms of territorial policies and investments to redevelop Porta Palazzo. Projects that have contributed to improving the substantial housing degradation, recovering and redesigning urban areas, equipping them with more efficient services. Interventions that have made it possible to enhance the historical but also commercial heritage of the area, which have contributed

to the creation of new economic opportunities and to trigger processes of promotion and development of the territory by enhancing local specificities and endogenous resources. The intense transformation was accompanied by actions and projects that at the same time aimed to mend the social fabric of Porta Palazzo, to resolve the conflicts that the flows of new and old migrants had caused in a place that represents the first port of arrival of citizens ties, created support networks and processes that would help develop local and collective identity. looking for a future. Consequently, policies and actions were coordinated that favored social inclusion, strengthened

2. Urban Renewal

In the mid-nineties the City of Turin started to cope with the issues of urban redevelopment and urban regeneration, implementing in the last ten to fifteen years a set of policies, tools and processes in the framework of two key factors either exogenous and endogenous affecting the transformation of the city.

On one hand, the crisis of Fordism which left more than six million square meters of dismissed industrial areas, imposed to reconsider not only the city identity, after being a factory-city during all the twentieth century but also to re-think about the large urban emptiness left which could be transformed - as the 80% of urban areas in Torino – and included in the Objective 2 of the European Structural Funds.

Moreover, investments for 2006 Olympic Winter Games gave a further impetus to urban transformation. A huge amount of national and transnational resources, both public and private, landed in Turin and major projects of urban transformation were developed. The core idea being, at that time,

that the urban development plan was an instrument for managing and transforming the city: new districts and new urban centralities were created, such as the transformations of the “Backbones” of the city and the re-use of a massive number of large dismissed industrial sites. On the other hand, over the same period, an urban crisis appeared, involving the dense, built up and inner areas: historical neighbourhoods like Porta Palazzo and San Salvario became stereotypes of conflicts, and citizens’ demand for security broke in the local political agenda often with an adversative and claiming approach, particularly regarding the new comers (migrants above all).

In those years, therefore, many diverse urban recovery and regeneration processes were launched in combination with integrated projects aiming to reinforcing the social texture, either in urban semicentral neighbourhoods such as Porta Palazzo and San Salvario, or in public housing blocks (by the means of Urban Recovery Programs, Neighbourhood Contracts and Local Development Actions).

Since 1997 the city has used a big amount of regional, ministerial and European resources with the purpose of intervening on the “extraordinariness” of urban regeneration which was seen crucial for the re-composition of social cohesion in those city areas which were not affected by the major urban transformations.

Today we are at a stage where it is essential to move from a perspective of extraordinary interventions to ordinary ones, not only because the extraordinary resources are over, but also because it is essential that the extraordinary resources are useful to contaminate the culture of urban planning, and then used to improve the ordinary approach on territorial development issues. The urban question requires a complex thought: we need to look at the city from a different perspective for acting on its

structures, on its hardware. But often professionals involved in social work do not consider hardware as significant as it is, nevertheless the hardware could change people's lives. In the meantime it is essential to invest resources, energies, identities and conflicts which represent the software of cities. Similarly, the habit of those involved in infrastructures realisation consider software ancillary, not significant. But only the combination of hardware and software allows the city-factory to change, transform and become more cohesive. The contemporary city unhinges the hierarchical design of centre and periphery, of what happened before and what will happen after, of the material and nonmaterial: invisible cities, submerged and hidden cities, cities that are in the interstices of the visible city, not necessarily at the borders but hidden, underground ones. So there is a need of a careful complex thinking able to offer elements for intervening on the complementarity of all the players for the achievement of common goals.

"Making the city" means to undertake strategic development visions that affect residents’ lives. If it is true that modernity is social mix rather than ethnic and cultural hybridisation, it is equally true that in the interstices of suburbs’ disorder and conflicts, languages, cultural forms, habits and identities are contaminated. These are places of extraordinary creativity, because on one hand there is a strategy of adaptation but, on the other one there are also creative responses that have to be accompanied and supported, but also read. The suburbs are the urban areas where the disagreeable, contradictory and distorted takes shape, a new meaning of city where local conflicts become explicit. It is needed to know that there are no shortcuts, there are no simple solutions and the responsibility it is to understand the phenomena, acting to drive them.

The city then is a complex organization that needs area based projects for regenerating districts urban fabric. The city is already inhabited, and it is vital to work on "second generation" policies addressed to housing ensuring residents' living quality and achieving an urban quality standard made of services, mixity, connections. It means offering secure and supportive policies in situations of social vulnerability, encouraging policies on social proximity, in order to establish networks and seek to ensure - as do fish nets at sea - that those who are heavier do not sink. The nets do not only fish, but they can maintain, keep up, lead to the surface.

Territories are made of complex layered forms, with spatial conformations that can not change and we have to take into account that they include spatial, economic, political and social organisations. We have to be aware that there are ongoing relations of power among different players, diversity and plurality of functions, uses and forms of living, of coexistence, conflict and social contamination.

Territories need external relations, involving the wider area as they can not be read only as a slide in the microscope, looking at their micro-situation. The matter is about transforming with the city and not transforming the city, having clear with whom we act, with whom negotiate the rules for an inclusive use of public spaces to generate opportunities within the city. The historical cities are born identifying spaces devoted to relations: squares, markets, parks which thus are the elements which formed the arena of residents' relations.

The contemporary city has privatised public spaces standardizing and regulating their use: here children can play, elderly can stay there, down there you can go shopping. Often, new citizens - migrants - burst in public space breaking these rules: they use sidewalks, squares, parks and they may create conflict, disorder, noise. In fact, the

negotiation of the rules re-affirm that public space belongs to everyone and therefore can be regulated, but only if all the involved actors can sit around the same table (i.e. seniors but also Bangladeshi or Pakistani kids playing cricket in the squares or Peruvian women cooking on Sunday in public parks for their fellows countrymen). To acknowledge the right of socialization in public space means to highlight the primacy of the city and stating the right to assemble in the public arena.

Providing tools to local communities, networking cultural and economic resources means to take the issue of social sustainability of urban transformation. Any process of urban regeneration contains the risk of gentrification, of the expulsion of the most vulnerable population. The local administration must protect those residents providing tools to increase their quality of life, while maintaining the connections of proximity, working on the development of local identity, memory, history.

Working to settle the changes. These processes need mid to long range timing and time is not an independent variable.

III. IMMIGRANTS INTEGRATION IN TURIN CITY

1. Initiatives of immigrants integration

Every year, it becomes clearer that foreigners' presence in Turin, as in the rest of the region and in Italy, is more and more a structural phenomenon. Many areas of society are now characterised, and sometimes modified in their organisation, by the work, activities and everyday actions of immigrants well-adapted to the socio-economic fabric of the city. These areas include the labour market, household life,

the structure of services and schools, the organisation of cultural and religious spaces and requests for political participation. Let's analyse some of the initiatives:

1.1. Morus Association and Mediterranean City-to-City Migration project: Morus' human rights based approach can be seen through the provision of additional housing opportunities for refugees that go beyond the initial hosting offered by local cooperatives. To this end, Morus volunteers work with newcomers to build a profile that maps their needs, skills and aspirations. This approach is not only essential to identify suitable housing/hosting opportunities in the area, it also enables the association to support refugees in finding appropriate employment opportunities.

In addition to mapping migrant housing needs, Morus has also established strong connections with local estate agents to identify available housing options. The association also provides interest-free deposit to foster refugees' access to the private rental sector.

Morus volunteers also support access to gainful employment for refugees. The initial migrant profile is crucial to matching newcomers' skills with the local labour demand. So far, five refugees have been placed within local businesses, whilst others are currently benefiting from a retraining programme designed to help refugees access employment in the understaffed social-care sector.

Another dimension of Morus' work, is the promotion of inter-cultural activities fostering social cohesion between local and refugee communities:

- **CoroMoro:** A choir project that connects West African refugees with local residents in Ceres as a way of promoting intercultural exchange and facilitating the acquisition of Italian language skills. The choir's repertoire (available on their YouTube channel) combines music from both the local

Piedmont and West African Mandinka traditions. The choir has been invited to perform at a range of events across Italy. In January 2016, for example, Turin Municipality invited CoroMoro to perform at their "Un Natale coi Fiocchi" concert in Piazza Castello. More recently, having collaborated on a music video for MAU MAU, a well known Turin-based band, CoroMoro have been touring with the band.

- **MoroTeam:** A football team for refugees set up in June 2015 with the support of volunteers from Ceres. The team has since competed in regional and national competitions. This initiative promotes the active and equal participation of refugees in Italian social life.

- **MoroStyle:** A fashion enterprise initiated by five refugee tailors producing African inspired clothing. Emerging as a unique brand and style in the region, MoroStyle regularly exhibit their clothing designs during summer cultural and tourism events. Since March 2017, MoroStyle has secured a regular sales pitch at the Turin's Gran Balun open air market.

1.2. The Mosaico Association: in Turin is engaged in an initiative at the city's main train station in which volunteers including refugees offer migrants transiting through the station assistance, information and basic goods to help them in their journey. The Porta Nuova train station in the Italian city Turin is an important transit point for migrants - both for those seeking to reach northern Europe as well as for the migrants pushed back at the border due to the Dublin rule. The local Mosaico association with its 'Oasi Porta Nuova' initiative provides refugees and asylum seekers at the station assistance at various levels. It aims to help them to continue their migration process in an informed manner. Mosaico stressed that many lives can be saved by reaching a high number of people at the Porta Nuova transit point by listening to specific cases, offering a

brief truce and proposing personalized solutions.

The Oasi Porta Nuova aims to be a "long-term initiative". For the time being, the project began in November and is expected to last three months, the organization said during a presentation. The initiative has three parts: A pavilion located inside the Porta Nuova station, where a selected group of refugees trained as linguistic-cultural mediators will provide information on rights and duties and a map of service points, places to be heard and initial assessments of individual situations.

The Ambulatorio Socio Sanitario Roberto Gamba clinic has also been set up near the station, where professionals will provide both legal consultancy (two weekly sessions of 2-3 hours each) and medical and psychological assistance in collaboration with local institutions. The initiative also calls for a mobile unit (van or camper) to go to areas with high concentrations of people affected by forced migration, a part which will be implemented after the three-month Oasi Porta Nuova pilot project.

Mosaico said that, in addition to providing support to save or improve the quality of individual lives, Oasi Porta Nuova will produce several secondary benefits. It aims to do so by collecting anonymous data on migration and reception in Italy and can thereby provide statistics on migration trends; by reducing the number of people living on the streets and in so doing mitigate reasons for concerns for local inhabitants. Further, it aims to actively involve refugees (mediators, doctors, and other professionals) in the proposing and activating of solutions for the city, thereby improving integration. Lastly, Oasi aims to connect local organizations providing similar services, thereby increasing the coordination and effectiveness of the actions.

IV. GOOD PRACTICES FROM THE ITALIAN TERRITORY ON LABOR INTEGRATION OF VULNERABLE SUBJECTS

4.1 NonUnoMeno

Jobel - Società Cooperativa Sociale Onlus
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 NonUnoMenoBistrotFinalborgo
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"NonUnoMeno" is a project of Jobel, a nonprofit social cooperative established in 2005 that provides educational-pedagogical services in the provinces of Imperia and Savona. Jobel deals with experience and expertise with children and minors, the elderly, refugees, people in fragile conditions, in difficulty or with disabilities. The strategy is not welfare, but educational, habilitative and rehabilitative. At the center of Jobel, every day, there is the person in his or her whole.

The "NonUnoMeno" project is a social experience for the employment of young people with disabilities in bars, restaurants and tourism projects in the province of Savona (Liguria). This project was established

by a social cooperative committed to offering a chance and a perspective to young people with disabilities.

For years the cooperative has been committed to providing social inclusion opportunities for people with disabilities, remaining at the forefront of active inclusion of individuals with special needs in an experimental model of habilitative, rehabilitative and socio-occupational intervention. The choice is to move on this field by creating and managing successful enterprises and, at the same time, capable of overcoming diversity.

The "NonUnoMeno" Project is an experimental model of social inclusion of the disabled through a series of **activities** such as:

- sheltered rehabilitative/habilitative workshops,
- socio-occupational insertion,
- network projects with schools and training

- the Onlus Social Cooperative Society Jobel;
- the ANFFAS (National Association of Families of People with Intellectual and/or Relational Disabilities);
- the Hotelier Institutes of Alassio and Finale;
- the municipalities of Alassio, Albenga and Finale Ligure;
- the Disability Employment Services (SILD finalese and albenganese);
- the Mental Health Center of Albenga;
- the Compagnia di San Paolo Foundation.

The idea for the project was born in 2013, when the municipality of Alassio (in Liguria) offered the Jobel cooperative the management of the bar and library in the town center. "A way to create a format that would allow the placement of young people with various types of disabilities, both physical and mental," explains Andrea Varaldo, coordinator of the cooperative's tourism job placement area.



centers. The name, "NonUnoMeno" (which in English means "not one less"), already encapsulates the goal of inclusion, which is achieved through a social experience made up of bars and restaurants

NonUnoMeno exists as a result of collaboration among various associational and institutional entities:

The project went ahead with excellent results, so much so that three years later there was further development at two other Ligurian villages, Finalborgo and Albenga. In addition to this, a social restaurant (called "U Levantin") was opened in the historic center of Laigueglia, also in the Savona area. The social restaurant, where the main dishes are the delicacies of regional Levantine cuisine,

has become a small emblematic case of the potential of this type of intervention and is often in the top ranks on Tripadvisor.

In the social tavern, young people with frailty who have already gained experience working in NonUnoMeno bars are included. The project works remarkably well, both economically and socially, supporting the development and integration of the young people involved. Each young person involved follows a personalized path, in the Alassio social café they are helped by an educator, in the other facilities two psychologists coordinate the activities in synergy with the local authorities.

Financing of the project: NonUnoMeno was developed with the contribution of the Regional Operational Programme 2014 - 2020 Objective "Investment for Growth and Employment" co-financed by the ERDF - European Regional Development Fund Axis 3 "Competitiveness of Enterprises" within the framework of the Call for Proposals for the Support of the Start-up and Reinforcement of Entrepreneurial Activities Producing Socially Desirable Effects and Public Goods.

<https://www.fsnews.it/it/focus-on/sostenibilita/2021/9/27/NonUnoMeno-social-experience-disabili-bar-ristoranti.html>
<https://www.jobel.it/inserimento-lavorativo/non-uno-meno>

4.2. Mai più dentro



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Youtube:

https://www.youtube.com/channel/UCjA6m1P7docgpva_Mn2OXBQ

Web: <https://www.litografivesuviani.com/>

"Mai più dentro" (Never Again Inside) is a project created to train psychiatrically ill inmates to work in various fields: advertising, screen printing, tailoring, agriculture. "Mai più Dentro" is intended for citizens offenders with psychiatric illnesses. The aim is to offer work to those excluded by the stigma of mental illness, amplified for 'offenders'. The promoters are the Cooperativa Litografi Vesuviani and partner cooperatives with the aim of offering work to prevent recidivism, especially criminal recidivism, and the consequent stigma aggravated by mental illness. The recipients are detained under ordinary regimes, or under alternative regimes to detention, and reside in the area of the prison facilities of Naples Poggioreale and Naples Secondigliano, and the DSM of Naples 3 South.

"The 'Mai più dentro' project stems from a fact: there are still too many psychiatric patients who are in prison for having committed crimes also due to the fact that they are subjects with psychiatric problems. We are aware that the responsibility for punishment is always individual and unconditional, but we are also certain that the psychiatric patient must have the possibility to be supported with activities aimed at not running the risk of reoffending. Offenders with psychiatric disabilities have a higher risk of reoffending than others, as

they risk aggravating their psychiatric condition after serving their sentence, especially due to the lack of opportunities for social inclusion and employment.

The 'Mai più dentro' project is co-funded by 'Fondazione con il Sud' for the 'Carceri 2019' initiative and is intended for citizen offenders suffering from psychiatric pathologies. The aim is to offer work to those excluded by the stigma of mental illness, which is amplified for 'offenders'.

The recipients of the project, after an accurate knowledge of the production compartments made available by the cooperative, according to their personal choice and aptitude, are placed in the activities proposed by the project.

The production sectors proposed are as follows:

- Artisan tailoring
- Screen printing
- Social garden



An important role is played by the "Master" operators who are responsible for training, the artisans, such as the silk-screen printers, tailors, and agronomists, the expert farmer etc., but also by the rehabilitation technicians, psychologists, sociologists and

all professionals involved in the project. The project aims to contribute and support participants towards the awareness of becoming a resource for the community, through a pathway of re-education in respect of the rules and training for work.

The Cooperativa Litografi Vesuviani, in collaboration with its partners, continues to maintain a strongly community-based organisational and operational set-up, based on the support of patients and with a high degree of interconnection with Third Sector organisations and various institutional bodies.

Mai+ dentro exists as a result of collaboration among various associational and institutional entities:

- "Diësis social" promotion association
- Local health authority Naples 3 south
- Poggioreale "G.Salvia" detention center
- Secondigliano detention center
- Municipality of San Giorgio a Cremano
- Consul service
- Marie Curie Technical and Technological

Institute
 - "Lavoro in corso", soc. coop. soc. onlus
 - Interdistrict external penal execution office for campania

A wide range of possibilities is provided by this very broad partnership, which will be further

expanded. The presence of the Municipality of San Giorgio a Cremano, a supporter of the Litografi cooperative since its inception, becomes a privileged interlocutor for ongoing and future activities. The partnership also integrates the 'Marie Curie' technical institute, which allows the beneficiaries involved in the project to complete their cycle of studies with access to a high school diploma through evening courses. The training is certified by Consul Service, a body recognised by the Campania Region. In addition, there is the innovative space for a discussion on restorative justice by "Diesis". which is on the side of crime victims. The project is mainly financed by the 'Fondazione Con il Sud', which funds the initiative with a commitment of € 240,000, mainly for training. Training and work experience grants are used as a privileged tool to foster labour inclusion at the end of the 30-month period, within the cooperatives B, Litografi Vesuviani and Lavoro in Corsi.

<https://www.esperienzeconilsud.it/maipiudentro/2022/02/01/storitelling-anno-2021-del-progetto-mai-piu-dentro/>

<https://www.esperienzeconilsud.it/maipiudentro/2022/02/01/storitelling-anno-2021-del-progetto-mai-piu-dentro/>

4.3 Xing-Crossing

Programma integra s.c.s.

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Web: <https://www.programmaintegra.it/wp/>

The Xing-Crossing project aims at facilitating the socio-employment inclusion pathways of unaccompanied foreign minors and new adults (17-21 years old) accommodated in Rome, Turin and Catania through a multidimensional system,

which integrates with the reception systems already active in the territories.

The project participates in 'Never Alone for a Possible Tomorrow', an initiative promoted by the Cariplo Foundation, Compagnia di San Paolo, Fondazione CON IL SUD, Enel cuore, JPMorgan Chase Foundation, Fondazione Cassa di risparmio di Torino, Fondazione Cassa di risparmio di Cuneo, Fondazione Cassa di risparmio di Padova e Rovigo, Fondazione Monte dei paschi di Siena and Fondazione Peppino Vismara within the framework of the EPIM programme 'Never Alone - Building our future with children and youth arriving in Europe'.

The project aims at experimenting system actions to be integrated with what already exists in order to create a lasting and constant system of integration. In this context, it is essential to inform minors and young adults of the opportunities of the labour market, and of the tools needed to access them, stimulating motivation and planning, and envisaging and building together with them an alternative end to exploitation.

The initiative has been realized in the territories of Rome, Turin and Catania, implementing numerous actions, such as: literacy and civic education courses, empowerment and socialisation workshops, work orientation workshops and PIAPs - Individualised Plans for Professional Autonomy, advocacy activities addressed to the institutions, orientation to housing autonomy and experimentation of 15 co-housing, coaching activities and experimentation of 15 mentoring projects.

For the implementation of the project actions it has been needed to adopt a common methodological approach in the definition of integration and socio-work integration paths, which enhances the skills and previous work experience of the addressees and, at the same time, allows the development of individual skills and "talents" also in relation to the labour market demand.

The project "Xing - Crossing. Insertion Paths for Young Migran" lasted 27 months.

There were 859 foreign minors living alone intercepted by the Xing- Crossing project in Rome, Turin and Catania. More than 80 grants for autonomy and housing were provided, 570 beneficiaries were enrolled in Italian courses, 30 mentoring courses were activated.

The project developed nationwide, involving a partnership from three territories. Xing was a challenge because it had to work in parallel in such different contexts, creating synergies between different realities and connecting networks, territories and institutions.

in mentoring courses. 573 young people were placed in Italian language training courses and 371 passed the exam. The councils dealt with ecology, inclusion and gender issues in the various territories, facilitating the participation and active citizenship of young people.

Beyond numbers, Xing has been a meeting of people, recipients and operators who, even in times of Covid, have come together to continue reaching out to young people. The living guide, the Italian video lessons, the online consultations, the video CVs are the fruit of the resilience of the working group. Different cities,



The project focused on new methodologies used for the Italian language, independent living and active citizenship. During the pandemic period, the project actors were able to reinvent the orientation and job placement activities in the three territories and video-recorded the mentoring courses that involved citizens and recipients joining in shared life paths.

Out of the 859 beneficiaries, 470 were in Rome, 195 in Catania and 194 in Turin. For 258 of them work orientation paths were activated, for 53 of them 'dowries' were provided to support training paths or vocational integration traineeships. There were 150 people benefiting from housing actions and 35 were granted rent subsidies. 96 recipients were placed in psychological support and empowerment courses and 30 were initiated

different contexts but with the same goal of reaching out and supporting young lone foreigners.

The project results were collected in a document containing the final recommendations that was shared with the Central Service of the Italian Reception and Integration System (SAI) so that the work carried out could generate change, not only in the lives of the 859 people directly involved in the project, but in the organisations and territories for the inclusion of the most fragile.

Xing Crossing Project exists as a result of collaboration among various associational and institutional entities:

-Programma integra s.c.s.



- Cariplo Foundation
- Compagnia di San Paolo
- CON IL SUD Foundation
- Enel Cuore
- JPMorgan Chase Foundation
- Cassa di Risparmio di Torino Foundation
- Cuneo Savings Bank Foundation
- Cassa di Risparmio di Padova e Rovigo Foundation
- Monte dei Paschi di Siena Foundation
- Peppino Vismara Foundation
- Municipality of Turin
- Esserci social cooperative
- Civic Zero Cooperative
- Centro Astalli Association
- Save the Children Italy
- Prospettiva Futuro s.c.s.
- CIR - Italian Council for Refugees.

Objectives

- Fostering social and relational inclusion in the territories involved in the project.
- Supporting the integration of unaccompanied foreign minors and young adults into the labour market.
- Supporting pathways to autonomy, aimed at overcoming the welfare circuit of reception.

Fostering exchanges of good inclusion and integration practices at national level.

-Promoting a common methodological approach in defining integration and socio-occupational integration paths, which enhances the skills and previous work experience of the recipients and, at the same time, allows the development of individual skills and "talents" also in relation to labour market demand.

Activities - the project's main actions include:

- Advocacy and awareness-raising activities.
- Labour market survey in Rome, Catania and Turin.
- Definition and development of PIAPs - Individualised Plans for Professional Autonomy
- Work orientation, empowerment and socialisation workshops
- Experimentation of mentoring micro-projects
- Literacy and civic education courses
- Housing autonomy orientation and co-housing

<https://minoristranieri-neveralone.it/progetto/xing>

6) SLOVAKIA

a) Overview of working national / regional programs

Social enterprise of the Košice self-governing region, s.r.o., r.s.p.

2) The goal of a social integration enterprise

The main goal of society as a social enterprise is to achieve a measurable positive social impact. The aim of social entrepreneurship is to give disadvantaged or vulnerable people the opportunity to find employment, acquire work habits and develop their personal preconditions. The social enterprise will also address unemployment.

Mission :

Promote integration and equality for disadvantaged and vulnerable people and others in need. Use business to support rural development.

Values :

1) Respect and human dignity is the highest value and the main goal. It determines attitudes and manages all activities. In line with these values, the company creates opportunities that enable individuals to improve their lives and participate in society with dignity.

2) Honesty, integrity and ethical behavior means basing one's actions on internal beliefs. In our company, we want to apply this responsibly. Every day, we test our

efforts by deciding what is best for the business and what is right for everyone.

3) Innovation and creativity aimed at providing professionalism, high quality and sustainability.

4) Fairness and equality of conditions in terms and opportunities for all.

5) Risk taking business. We are willing and able to identify opportunities, assess risks and benefits, and agree on a course of action.

6) Cooperation and teamwork. We build on partnerships and cooperation. As a tool we use effective and open communication, finding understanding and focusing on finding solutions.

3) Subject / areas of activity

1) Carrying out extracurricular educational activities

2) painting, varnishing, glazing and wallpapering work

3) Realization of constructions and their changes

4) Engineering, construction valuation, design and construction of electrical equipment

5) Brokerage activity in the field of trade, services, production



6) Cleaning services

7) Operation of dry cleaners and laundries

- 8) Activities of business, organizational and economic consultants
- 9) Provision of services in agriculture and horticulture
- 10) Operation of sports facilities and equipment for regeneration and reconditioning
- 11) Garment production
- 12) Textile production
- 13) Wood processing and production of wood components
- 14) Advertising and marketing services, market research and public opinion
- 15) Administrative services
- 16) Management of registry records without permanent documentary value
- 17) computer services and services related to computer data processing
- 18) Moving services
- 19) Organizing sports, cultural and other social events



The company „Sociálny podnik Košického samosprávneho kraja, s.r.o., r.s.p. is an integration company established under Art. §12, paragraph 1 of Act No. 112/2018 Coll. on the Social Economy and Social Enterprises and on the Amendment of Certain Acts (hereinafter referred to as “Act No. 112/2018 Coll.), ie it is a public benefit enterprise whose positive social impact is the promotion of employment through the employment of disadvantaged or vulnerable persons.

Social enterprise of the Košice self-governing region, s.r.o., r.s.p. employs

- (a) at least 30% of disadvantaged persons in the total number of employees; or
- (b) at least 30% of the vulnerable persons in the total number of employees; or
- (c) at least 40% of disadvantaged and vulnerable persons in the total number of employees.

Achieving a positive social impact

Society as a social enterprise will achieve social influence primarily by employing marginalized groups of the population, e.g. employment of disabled people, disadvantaged people, vulnerable people, while the acquisition of work habits of such people, the creation of a work team and the overall integration of such people into work and thus into social life or the team will have a positive social impact on these people. The integration of such persons into work activities will develop their personal preconditions and the exclusion of such persons from the margins of society will be removed and they will be integrated into real life. Social influence will also be achieved through the socialization of such persons.

The activities of society as a social enterprise will prevent the marginalization of such persons, thus preventing the process of exclusion of individuals on the margins of society, thus enabling such persons to meaningfully participate in social, economic or political life, which will not result in their material and spiritual deprivation and poverty and thus a positive social impact will be achieved for such people.

Method of measurement and achieving social impact

The social impact of society as a social enterprise will be measured by the percentage of employed disadvantaged and vulnerable persons, while a positive social

impact is considered to be achieved if the social enterprise employs:

- (a) at least 30% of disadvantaged persons in the total number of employees; or
- (b) at least 30% of the vulnerable persons in the total number of employees; or
- (c) at least 40% of disadvantaged and vulnerable persons in the total number of employees.

A positive social impact is primarily useful for the employment of the long-term unemployed, or people with disabilities and work integration to strengthen their work skills, habits and integration into the workforce. The employment of people with disabilities will lead to a positive improvement in their lives and their integration into society.

Use of the profit of a registered social enterprise

By registering and granting the company the status of a social enterprise and for the duration of the status of the social enterprise, the company will use at least 100% of its profit after tax and transfer to the reserve fund according to the charter to achieve a positive social impact and thus to achieve its main goal.

In October 2020, the employees started with simple works (paintings and repairs), by the end of the year they had completed 3 contracts in KSK's school and cultural facilities, and started a more comprehensive contract for the reconstruction of the building at Továrenská 3 in Košice. Due to the continuing pandemic situation and the closure of school, social and cultural facilities, obtaining new contracts is relatively difficult. At the same time, the rise in prices of building materials (wood, iron) and energy caused a sharp rise in the price of materials. The company currently employs 14 people. The company received a

repayable loan of EUR 100,000 at the end of 2020 under an agreement with the founder.

Expected development of the company

In 2022, SP KSK plans to continue expanding its services to include the House and Garden Division, which should focus on providing services to citizens, especially with regard to people with social dependence. The services in the division will be composed of activities focused on domestic help - cleaning, routine maintenance, minor construction work and maintenance in the house and around the residence, maintenance of the area around the dwelling - mowing, maintenance of ornamental and useful plants, etc.

Internal structure of a social enterprise



CONSTRUCTION Division:

- Small-scale construction work - masonry work, SDK structures (walls / partitions), interior wall painting and preparatory work in front of it (repairs and renovations),
- Reconstruction of interiors - repair and replacement of floor coverings, replacement of lighting fixtures, electrical sockets and switches, wall and floor tiling.
- Other by agreement

Home and Garden Division:

After the Construction division, the Social Enterprise of the Košice Self-Governing Region (KSK) is launching another Home and

Garden division. It should serve the citizens, but also the municipalities. "Since the autumn of 2020, the Construction division has been operating successfully in the regional social enterprise, with the help of which several county buildings have been reconstructed. Among other things, the building on Továrenská in Košice, to which the Romathan Theater will move in a few weeks. Employees of the KSK Social Enterprise helped with painting and other construction work in county schools, boarding schools, as well as the library or the building where the regional road workers are located. We currently have 19 employees in the company, thanks to the new range of services we will be able to employ at least another 10 people. We are pleased that this project has proved its worth in a short time and, in addition to helping with services, it employs Easterners who want to work but have not been able to find employment for a long time due to their health or other disadvantages," said Rastislav Trnka, chairman of the Košice self-governing region. In the pilot phase, the Home and Garden division will provide services in the districts of Košice and Košice-okolie, but will gradually expand to the entire region. The services of the Social Enterprise within this division can be ordered by Easterners already in May via the form on the website www.spksk.sk/dom-zahrada, while the division itself will start performing the work in the summer. The price list of services will be based on current market prices. Socially dependent people or vulnerable groups, such as single parents, will be discounted.

In addition to employment, the KSK social enterprise offers employees good work habits that will increase their chances on the labor market. It should be a model for cities and municipalities in the region that are interested in social entrepreneurship and would like to activate the population with weaker job prospects in this way. While the Construction was used by the Košice self-

governing region primarily for the reconstruction of its own buildings, the services of the Home and Garden division will be open to the public. Easterners will be able to order work from interior painting, through the removal of real estate to the maintenance of houses, gardens and yards, as well as excavation work and waste collection.

The KSK Social Enterprise can also be approached by those who need help with shopping, household cleaning, including window washing, laundry or ironing.

Home and Garden Division:

- Hygienic paintings, interior paintings, carpet laying, moving, real estate cleaning
- Maintenance of small wooden structures - gazebos, wooden houses, playgrounds and more
- Landscaping, lawn maintenance, trimming ornamental trees and land cleaning
- Care for greenery - weeding, mowing, planting, watering, fertilizing.
- Regular maintenance of gardens, lawn care, and hedges, leaf digging
- Removal of green and other waste
- Wood chipping
- Land cleaning and cleaning
- Cleaning of solid surfaces - sidewalks, courtyards, snow removal
- Other gardening services - manual / chemical weeding, removal and spreading of mulch bark and other
- Excavation work, landscaping, manual soil distribution, rolling, grooving, land cultivation, land leveling
- Cleaning of gutters, drainage gutters and drainage sidewalks
- Cleaning of exterior paving and tiling
- Sweeping sidewalks and parking lots
- Regular waste collection
- Other by agreement

Contact:

Business name: Sociálny podnik Košického samosprávneho kraja s.r.o., r.s.p.

Registered office: Námestie Maratónu mieru 1, 042 66 Košice

Created: 24.03.2020

IDN : 53000064

VAT number: SK2121223566

Deposited amount when founded : 5000 EUR

Managing director: Ing. Karolína Bortáková

Tel: +421 908 066 014

Email: office@spksk.sk

Web: www.spksk.sk

b) Case Studies : Examples of successful local practices or failures

Integration of vulnerable minorities in Spišský Hrhov

Innovative way and approach the best practices that led to equity, the increased integration, better quality of life of vulnerable minorities, particularly Roma.

Name of the Case study : Integration of vulnerable minorities in Spišský Hrhov
Information about the case:

- **Who is/was the manager, owner, institution, community**

Mgr. Zuzana Kučerová – acting manager

Jozef Seman – Director

Owner : Municipality of Spissky Hrhov

- What problem was approached, addressed,

Basic Information - location of the case

Prešov region – Levoča District

- Elevation : 481 m n.m.
- Number of inhabitants : 1677
- Area : 1200 ha
- GPS: 49.0024792, 20.6398559

Technical Infrastructure of the village :

- sewage
- water pipeline
- gas

- trade and services
- restaurant
- lodging facility
- Health care facility
- pre-school facilities
- elementary school
- sport and leisure facilities

History

The territory of today's village has been inhabited since the Stone Age / Neolithic, 450 years before Christ. Slavs settled here in the 9th Century and in the period of Great Moravia /9.-.10. cent. / and lived here in at least three settlements, which probably fell under the administration of the fortified settlement on Dreveník.

The first written note of the village / Slovak village / dates from 1243. During the Hungarian and German Spiš colonization a family settled here, which later got a noble family name after the name of the village - Gergew or de Gyrgow. During the German colonization of Spiš, the Saxons settled in the area behind the Lodzina stream and created a new village - German Hrhov. In 1280, by mutual agreement of the inhabitants of both villages, Slovaks and Saxons merged into one village. The de Gyrgow family later made its name Hungarian and to this day remains



known as the Gyorgy family. The village belonged to them until 1885, when all their property was bought by a prominent Hungarian nobleman - Vidor Csáky. Hrhov became the home of his family until November 1944, when the Csáky family left the property and emigrated to Austria. During their work in Spišský Hrhov, a new manor house, a chapel, a large farmyard, a distillery, a brickyard, etc. were built. At the turn of the century, the Csáky family invited agricultural experts from Saxony to Hrhov, who also brought with them modern technologies in cattle breeding, horticulture, vegetable growing and other crafts. Thus, an even larger number of craftsmen is beginning to concentrate in Hrhov, not only from the Czech Republic but also from Germany, Poland and other countries. In the post-war period, some crafts continue to survive, especially in the traditional crafts. With the advent of the communist regime and the tendency to concentrate workers in central factories, there was a further reduction in original domestic and craft production.

Target groups (who benefits from it ?). The gradual economic and social development brought significant benefits for all inhabitants. The village in 10 years doubled in number of inhabitants what indicates the success to attract new settlers and inhabitants. The specific target groups were and still are the unemployed Roma who lived (as in many villages) in the edge or outside the village urban area.

Participants (who worked, what) Mayor who established a municipal social enterprise.
Costs : state contributions for housing construction, own contribution, occasional grants - see in annexes

4. Outputs (what was produced - quantity, change of quality)

Subject of activity :

- Wholesale in the range of free activities

Indicator	Unit	2019	2018
Income	€	327 677	275 224
Expenses	€	327 632	274 111
Number of employees	numb.	11	11

- Retail trade in the scope of free trades
- Mediation of trade and services in the scope of free trades
- Realization of constructions and their changes
- Implementation of simple buildings, small buildings and their changes
- Production of simple products from wood, metal, plastics and concrete
- Preparatory work for construction, demolition demolition work
- Earthworks
- Provision of services with mechanisms
- Operation of sports facilities
- Preparation and sale for direct consumption of non-alcoholic and industrially produced dairy drinks, cocktails, beer, wine, spirits
- Preparation and sale for direct consumption of heat-treated meat products and the usual side dishes as well as meatless meals
- Production of alcohol in a distillery from local fruits



The company Hrhovské služby, s.r.o. in 2019 achieved several results. It started with the construction of 4 flats / houses and 2x4 apartment buildings on Pisárovská Street, built a cycle path in the village, started the operation of a local products store in February and started the reconstruction of the fruit dryer.

Hrhovské služby, s.r.o. achieved a positive social impact, by measuring the percentage of employed disadvantaged and vulnerable people, which accounted for 64% of the total number of employees. After leaving the service, some employees were employed by other employers from the surrounding towns and villages. We also conducted trainings on social entrepreneurship, where we trained a number of mayors, who based on our knowledge, established social enterprises.

Structure of income

Expected development of the company
Every year, our social enterprise expands with some activity. Some activities are transferred to another company, which is not yet a social enterprise. In 2020, we plan to start operating a fruit dryer, and to make further progress in the construction of apartment buildings. We would also like to participate in the expansion of the infrastructure - roads and sidewalks for the municipality. And the construction of a community center for seniors is also planned. Furthermore, we would like to expand partnerships, improve and increase customer relationships, expand existing production, workshops, and construction of new apartment buildings.

5. Results / Benefits - success story (what was achieved, how, why)

The municipality through its social enterprises significantly improved the quality of life in the village, provided job and social opportunities for socially handicapped, vulnerable Roma community and revived the economic life of the municipality. During 10 years the municipality employed 50 persons, trained them for various jobs in the social enterprise.

The most successful works (providing job opportunities for Roma) were :

- municipal distillery (2-3 persons employed)
- Carpenter workshop (3-4 persons)
- Wood chips, pellets and briquet production (2 persons)
- Herb drying facility (2 persons)
- House construction (11-20 persons)
- Beehive and other wooden products (1-2 persons)
- Construction and agricultural

Item	€
Sale of services - construction	248 752
Distillery	7 675
Trainings	1 448
General activities for municipality	4 880
Shop	30 835
Grants and donations (Labour Office)	40 825
Unfinished production	- 6 737
Total	327 678

- machine lending shop (1-2 persons)
- Swimming pool operation (1-2 persons)

There is almost none or minimum unemployment among Roma. The Roma families improved their housing conditions (hot water, shower, WC,). The trained workers have found jobs within the region.

Local Projects :

"Job opportunities for disadvantaged groups of Spišský Hrhov" under Operational Program: Employment and Social Inclusion

Time frame for implementation of activities: 11/2014 –10/2015

Grant amount: € 66,269.64

Project goal:

- increase the employment rate in the village of Spišský Hrhov by creating new jobs with a focus on disadvantaged job seekers and members of the MRC *

Specific objectives of the project:

- create 7 new jobs targeted in long-term unemployed members of the MRC and other disadvantaged job seekers from the municipality of Spišský Hrhov
- ensure the activities of 1 tutor of employees
- individual approach to individuals from the target group to provide the necessary preparation for a long-term sustainable employment relationship

Main activities:

- activity 1: creation of new jobs for disadvantaged job seekers and for members of the MRC
- activity 2: training of selected employees
- activity 3: activity of the employee tutor

Project title: Development of social services in Spišský Hrhov and Roškovce

Aim of the project: provision of quality care services for the population at risk of social exclusion through effective forms of social work.

Specific objectives of the project:

1. to implement social work in disadvantaged localities inhabited by endangered and marginalized Roma communities, to eliminate the effects of socio-pathological phenomena
2. to create conditions for facilitating the entry into the labor market of members of the Roma ethnic group and other socially

excluded persons and a real reduction of their unemployment

3. to create conditions for the integration of marginalized Roma communities and other socially excluded persons into the majority society of the municipality

4. to create conditions for improving the school attendance of Roma children, a healthy lifestyle, the use of free time, educational and community activities

Target groups: citizens in an unfavorable social situation, adults with natural persons, families and their family members, communities at risk of social exclusion, geographically isolated groups, inhabitants of segregated and separated Roma communities, citizens with unfavorable health status, seniors, long-term unemployed and disadvantaged groups of the unemployed, unemployed without education, resp. low-level, educated, people living below the poverty line, young adults after leaving institutional care and alternative family care, women after maternity leave from socially deprived groups.

Main activity of the project: Support for increasing the availability, quality and efficiency of care services (social services and measures of social protection and social guardianship), which improve the access of vulnerable and marginalized groups to the labor market and community society.

Support activities:

1. Project management
2. Publicity and information

Amount of non-repayable financial contribution: EUR 88,634.48

Project title: Increasing the employment of the inhabitants of the village Spišský Hrhov by developing and strengthening the capacity of the municipal company

Target groups: residents of marginalized Roma communities; unemployed without education, resp. with a low level of education, with reading, writing and

numeracy problems; risk groups of children and youth, adolescents without leaving compulsory schooling

Planned project activities:

- A1: strengthening the personnel and spatial capacity of the municipal company to expand its activities with an employee and business incubator
- A2: preparation and implementation of training modules to improve the adaptability of target groups
- A3: creation of an employee and business incubator
- A4: preparation and implementation of training focused on employment in the operation of a large employer
- A5: creating conditions for the development of socially disadvantaged agriculture
- Support activities
- Project management
- Publicity and information

Amount of non-repayable financial contribution: EUR 252,532.27

Project title: **Field and community social work in Spišský Hrhov and Roškovce**

The target groups for which the project was primarily intended were: citizens in unfavorable social situation, communities at risk of social exclusion, inhabitants of segregated and separated Roma communities, citizens with unfavorable health status, seniors, long-term unemployed and disadvantaged groups of unemployed, unemployed without education, resp. with a low level of education, people living below the poverty line, young adults after leaving institutional care and alternative family care.

Implemented activities: Performance of field and community social work in disadvantaged localities inhabited by endangered and marginalized Roma communities, which included activities aimed at improving the school attendance of compulsory school children, cooperation with primary schools,

secondary schools, ÚPSVaR, civic associations.

Outputs and achieved results consisted of: assistance provided to persons at risk of social exclusion through the development of care services primarily for marginalized Roma communities, use of TSP and ATSP services by target group persons in the field of social inclusion, case management in social inclusion and social protection, elimination of socio-pathological phenomena, increasing employment and employability of target groups, improving living conditions in the field of health, housing, education.

Received non-repayable financial contribution: EUR 45,658.40

6. What problems were experienced to achieve the results

The beginning was very difficult. Convincing people that this is not just a project that will end soon, but a long-term strategic development.

There was no one to learn from, we learned from our own mistakes only. Many blind ways. Selling services and products is a difficult thing. It is closely related to the quality of the workforce.

7. Advices, hints

- Have a vision
- Involve and plan with the target communities
- Prepare high quality, realistic and flexible strategic and action plan
- Mobilize internal and explore external resources and opportunities
- Introduce high quality measures and management
- Learn from mistakes and build on them
- Be persistent and patient

8. Contact details (institution, manager, address, phone, mail, webpage, etc.)

Municipal Social Enterprise, Ltd.

Municipality of Spišský Hrhov
 Address : SNP 10, 053 02 Spišský Hrhov
 Mayor : Zuzana Kucerova +421 907 116676
 MSE Director : Jozef Seman
 Manager : Zuzana Kucerova



Elementary school in Spišský Hrhov - an example of how to educate well and include vulnerable communities

General information about the institution

Type: state rural fully organized school with legal personality

Language of instruction: Slovak

Number of school years: 9

Number of employees: 35 fully qualified pedagogical and professional employees

Number of pupils: 323 primary school pupils, 83 pre-school pupils

Name of the school: Elementary school with kindergarten

Address: Komenského 2, 053 02 Spišský Hrhov

Contact: Mgr. Peter Strážik, tel. +421 53 459 2216, e-mail: skola@skolahrhov.sk

Web: <https://skolahrhov.sk/>

(Insert Image ZŠ1 "green roof" from Google drive)

Goals

- Create a motivating atmosphere for students and school staff
- Promote a new way of thinking that lacks a "not possible" approach
- Build good relations in school and in the community
- Transform the negative element in education and in the existence of the school into a positive example of seamless coexistence, cooperation and elimination of minority tensions and barriers

Vision

Inclusive education and education leading to raising students' environmental awareness

Introduction

Primary school with a kindergarten in Spišský Hrhov is not exceptional from an organizational point of



view and we can find this type of school in many other municipalities, but its activities are unique. The number of projects and activities that are implemented in it is unbelievable, while most of them are implemented on their own or from school funds or from various subsidy schemes, grants, foundations, etc. The school is very active in submitting applications for subsidies and grants. Ideas and initiatives are extremely welcome here, and in the event of any issues, solutions are sought, not

justifications for non-feasibility. And we think that is the basis of success. We do not have to emphasize in particular that this did not appear in the Hrhov school itself, but it is the result of hard work and good mutual relations in the school, as well as in the village as such.

Of the total number of pupils, more than half (exactly 53%) are of Roma origin, which to a large extent influences the nature of the school curriculum with elements of inclusion and enrichment with a multicultural dimension and cooperation with non-profit and non-governmental organizations. What many schools in the region consider a negative element in education and its existence is becoming a positive example of seamless coexistence, cooperation and the elimination of minority tensions and barriers at the school in Spišský Hrhov.



Main activities

In the following sections, we will give some examples of good practice from the point of view of school management. The Roma representation is made up of children from Spišský Hrhov and a marginalized community from Rošovce. These two communities are characterized by diametrically different social environments, ways of living, number of children in families, hygienic habits and pupils' attitudes to school responsibilities. Nevertheless, the school environment accepts students from both communities and strives for an individual approach. Perhaps the fact that the school headmaster

knows all students, regardless of origin and nationality, by name, which contributes to an extremely personal approach and a sense of importance from the point of view of the students' self-confidence, sounds banal. Pupils from marginalized communities in particular respect this fact and are aware of the status of equivalence among the majority population. This method of approach by school management provides feedback in resolving conflict situations, which are, however, rare. Pupils visit the headmaster during breaks without shyness or fear, with a sense of satisfaction that their problems and attitudes are accepted and addressed.

The primary school in Spišský Hrhov has gained a reputation as a modern, democratic and rapidly developing family-type institution, where the school-pupil-parent relationship is an elementary element in the process of management and communication. Regardless of the nationality, close contact has been established with parents who regularly communicate with the school management and class teachers in person or by telephone, commonly using the Messenger mobile application and e-mail. The school management and the teaching staff respect the individuality of the pupils, their social origin and the environment from which they come. Parents perceive the process of education at school positively, they are directly involved in school and extracurricular activities, they are in contact with the school and with their suggestions and cooperation they improve the educational process. A well-developed school educational program with elements of inclusion ensures balanced personal development of students.

The school's priorities include foreign language teaching, computer literacy, strengthening pupils' social and environmental awareness, respect for regional and folklore traditions, sport, raising

literacy skills and a wide range of activities that are not commonly available in schools of the same type in the region. It places great emphasis on thorough preparation of students for studies at secondary schools. This is also evidenced by the excellent test results that students have achieved on Monitor 9 within the district during the last school years. It is gratifying that Roma pupils are also represented in every ninth grade, who not only complete basic education with a successful percentage in the monitor, but continue to secondary and apprenticeship type schools in the district.

Proof of the attractiveness and popularity of the school is also its unprecedented media coverage at home and abroad, when in recent years about 30 articles have been published in the print media and 20 television articles in the main news of Slovak and foreign television.



In addition to qualified teachers, the study of foreign languages and English language courses at the school was enriched by **two lecturers from the USA and a lecturer from Great Britain** during two school years which helped students to deepen their language skills and knowledge about countries with English as the official language. Due to the establishment of several church primary schools in the immediate vicinity of the village and the growing competition, the local school needed to be more attractive and different from the others. Foreign teachers were a great basis for improving quality. In view of the representation of Roma pupils and the fact that many of their

parents were already working in the UK at the time, they used the presence of foreign lecturers to help Roma pupils focus on conversation, correspondence training and simulated situations needed to travel and work abroad. Roma pupils attended the afternoon activities and lectures with unexpected interest, and even spent weekends with them in the space provided at the school. The results of their work are reflected in a very clear shift in the use of foreign language and interest in its deepening. The stay of these foreigners was financed from the school budget, accommodation was provided by the municipality free of charge. The lecturers also provided education to the parents of the students in the afternoon and evening courses of various levels. Almost half of the parents were local Roma parents of the school's pupils.

An interesting benefit exclusively for Roma children was the grant call of the Orange Foundation in the field of education, where a small project in the amount of € 3,000 was submitted with the title: "**Let's give a chance to the weak ones**". After its approval, they selected a group of 50 Roma children who, during the summer holidays under the guidance of teachers and volunteers from high school Roma students from Spišský Hrhov, participated in activities aimed at increasing literacy skills in the English language. Each student received a bilingual dictionary, stationery, paper and notebooks which they used during the project. Paradoxically, the school was full of children during the holidays. These children have never spent summer months by the sea, nor with their grandparents. This time, the school provided them with an interesting variety of activities in exchange for summer boredom which is common in Roma students' lives. An excellent outcome of the project was the interest of the attendees in continuing language activities in September through the afternoon hobby classes.

Through a call from the **Comenius** project, a German language teacher was approved for the school. In addition to these foreign languages, first graders learn Italian. The school has a modern language classroom equipped with auditory technology for a modern language teaching system. Being aware of the need to increase the literacy skills of not only Roma pupils, the school had a new glass library built in the school hall where students have the opportunity to see the titles of books every time they walk by during break. The purpose of building the library, which until then was located in three cabinets in a classroom of the secondary school, was and still remains to increase the interest in reading and working with the text through a large number of activities planned throughout the year.

The headmaster also contributes a little to increasing library attendance through his own activity called "**non-examiner**": students visit the headmaster in his office and recount the content of a book they have read and so they get the possibility of obtaining a small reward. A large number of accompanying activities of the library increase the culture of reading. The project itself, or the "non-examiner" activity, has brought unprecedented and unexpected success since its inception. Pupils who borrow and read a book from the school library can then visit the headmaster's office during the break, bring in the read publication, but mainly talk about the content, interesting passages and respond to the headmaster's questions. Subsequently, if the student meets the set criteria (no case of a student who has tried to cheat has been recorded so far), he/she will receive a letter signed by the headmaster confirming the reading of the book. This will allow him/her to avoid rehearsal or a small test. It works like a kind of "joker" that a student can use to evade exam or paper once. The positive outcome is the number of books read by students who then fearlessly report about the read

literature. Even those with language-based learning disabilities show their interest in books several times a week.

In recent years, the primary school in Spišský Hrhov has been a successful applicant and implementer of projects supported by European Union funds, corporate philanthropy and foundations supporting education. One of the most important is the project called "**Let's get to know the Slovak-Polish border**", where together with a partner school from Poronin, Poland, students had the opportunity to visit dozens of towns, villages and natural beauties on both sides of Spiš, implemented a number of social craft activities, published a tourist guidebook and a dictionary in three languages. The project was supported by the higher territorial unit (VÚC) Prešov in the amount of € 50,000. The fact that the Polish pupils of the partner school, without prejudices or other obstacles, established friendships with Roma pupils from Spišský Hrhov and still communicate via e-mails is also pleasing. This project has largely helped to break down prejudices of our Roma people against themselves and to position themselves in the community.

Another international project within the cross-border cooperation program is a grant in which the school in Spišský Hrhov is the first leader of the project called "**Get to know your friend**". Students got the opportunity to participate in an international school in nature and to prepare a presentation DVD about the life in the municipality and at school. Here, too, there were no students from the Roma community in the background, as they took part in competitions within the project, both knowledge of the facts about Poland and Slovakia, as well as the shooting of video presentations about life in the village and at school.



Together with the Czech partner school in Moravany and the Polish school in Poronin, the students implemented the project "**Christmas Plein Air**", supported by the Polish Institute in Slovakia. The idea arose from the school management, as they used the sponsorship program of the Polish Institute in Bratislava. The project culminated in a rich Christmas cultural and folklore event in Spišský Hrhov with a presentation of traditional festive customs and a tasting of international cuisine. An equally important aspect of the project was its multicultural and ethnic dimension, as Roma pupils successfully represented the Hrhov school and brought their temperament to the stage through costumes, music, dance and spoken word. Again, and not for the first time, they have received great success and admiration. Self-confidence of this community was notable at this activity.

With the participation of partners from Poland, the school implemented the project "**Craft Plein Air**" where about twenty craftsmen from Spiš presented themselves and they demonstrated and trained students in individual crafts and skills. The idea came about because of working closely with local artisans, many of whom are parents of the school's students. All this activity was sponsored by small local businesses, the school did not have to use its own resources. The Roma children of the school were no less important elements of the whole activity, as they demonstrated skills especially in working with wood in the

production of whistles and shepherd's pipes, but also in decorating Easter eggs and naive painting on glass. The school continues to maintain the importance of traditional craftsmanship in hobby classes.

Subsequently, through a call from the Orange Foundation, they became successful applicants for a small grant of € 3,000 in a project called "**Let's teach children the traditions of their ancestors - the craft of Spiš**". In the project, the school worked closely with a local non-profit organization and implemented hundreds of hours of craft production of small items over the course of six months in embroidery, bobbin winding, lace-making, wire work, glass painting, carving and more. Almost all students in the school, including special classes, took part in the project. Once again, the great commitment and interest of Roma pupils in small arts and crafts has been shown. The official part of the project was completed by an exhibition which served as a proof of dexterity and skill of Roma children. In fact, all the invited guests saw not only the products of the Roma pupils, but also their own work in demonstrating the production of handicrafts.



Among other things, the school participated in the project "**Equal Opportunity**" in the period from the beginning of 2008 to the end of 2009, which aimed to create a support system for social integration of Roma pupils, reduce the number of segregated classes with only Roma pupils, create a model of

integrated (inclusive) environment of the school. Four teachers and approximately 80 students took part in the project at the Primary School in Spišský Hrhov. The purpose of the project was also to increase the quality of minority education, eliminate stereotypes and prejudices in education, increase the professional competence and adaptability of teachers to accept intercultural diversity with direct involvement of Roma students as partners in creating authentic teaching materials using their new e-learning competencies acquired within the project.

In the project, which was exclusively an internal activity of the school without the possibility of obtaining a grant or sponsorship, they brought an interesting innovative method to teaching in the secondary level. In the activity named **"Tourist Guide Services"** the pupils of the school together with lecturers from Sandwell College, University of Birmingham in Great Britain became part of the quality intensive language and training for guide services in the region. Although only one Roma student from the 7th grade was involved in this activity, she can guide you through the village without any difficulties and describe all the important monuments in good English.

The Children's Foundation of Slovakia provided the school through the activity called Children's Hour with a non-refundable financial grant in a project named **"Mosaic of Herbs - A Step of Young People Towards Health"**. Thanks to this support (approx. € 5,000), the pupils grow approximately 60 species of medicinal plants on the campus, process and dry herbs and prepare teas for their own consumption. Every student at the school attends regular tea tastings. Pupils of the school won an unrivaled first prize in the National Medicinal Plants Competition. During the English language lessons, Roma students searched for English translations and descriptions of herbs and medicines,

which they then processed into colorful posters and interactive presentations in the computer science classroom. It's amazing to watch the students in the school's herb garden, all regardless of origin, as they can name the herbs and describe their uses and healing effects.



Barbara Tiefenbacher, an Austrian volunteer and student of romology studies at the University of Vienna, cannot be neglected. A philanthropist and activist focused on improving the social area of the Roma people in Europe, she regularly supports the school not only financially, but mainly by the opportunity to participate in international plenary sessions in the field of culture, art and education. So far, they have implemented a number of interesting activities together. Thanks to her contacts, the school obtained 10 computer sets from a Viennese bank.

A specific activity that to some degree extended beyond the school itself was the Regional Development Partnership program called the **Roma Educational Development Fund (RED Fund)**. It was a tutoring of selected intellectually gifted Roma students under the leadership of the headmaster, funded by American donor and philanthropist Jarret Schecter of New York, which was a major activity in the process of supporting the education of students from marginalized communities. The fund supported three former primary school pupils who also took part in the school's language activities during their studies at the

grammar school in Levoča and worked closely with the school headmaster as a tutor. One student became a college student in the field of physiotherapy and helped the school through her work as a volunteer in organizing summer educational activities.



The school implemented a project called "The world of bread - bread in the world". Its goal was to implement non-traditional teaching strategies that develop students' relationship to nature, crafts, traditions and subsequently acquire certain competencies to do business. The connecting theme was bread - its production, traditions, different types of bread in the world, sales and advertising. Part of the project was dedicated to the Roma tradition of baking unleavened bread called *marikle*. Pupils from the settlement in Roškovce in particular know the times when this unleavened bread was one of the few types of food in times of need. It was the effort of the project implementers - teachers – that children from socially stronger backgrounds get the opportunity to monitor such an aspect of Roma life. The students dealt with the topics in six blocks with interactive forms and experiential activities. Through discussions and case studies, students with experts carried out activities on the topics of business plan preparation, presentation, production, furnace construction, baking, sales management and the like. On the school premises, they tried to "sell" hand-baked bread and pastries with ingredients

from their own herb garden. In the final phase of the project, they held meetings in the village with a presentation of the project outputs and invited Roma and non-Roma inhabitants of the village. 120 Roma pupils and 30 Roma parents were involved in the project.



Through cooperation with the Methodological and Pedagogical Center, the school introduced and applied an **all-day educational system** for pupils of marginalized Roma communities, which in practice means that these pupils have a wide range of leisure activities until approximately 5 pm during workdays. The school received computer and didactic equipment for the implementation of the all-day educational system from the project funds in the amount of approximately € 12,000.

