



Executive Summary

The outcomes of the project “Elaboration of Case Studies of Projects Financed from Operational Program Employment in the Calls of Local Action Groups” are 10 case studies on 10 different projects, which were carried out as a part of project elaboration of evaluations, analyses, and special studies in OPE, reg. No. CZ.03.5.125/0.0/0.0/15_012/0002750. The following 10 projects for the case studies have been selected by the Ministry of Labour and Social Affairs:

No	Project name	Recipient	LAG
1	Throughgoing Employment	Květná zahrada, z.ú.	LAG Poličsko
2	One Step Ahead	Hradecký venkov, o.p.s.	LAG Hradecký venkov
3	Holidays with Fantasy	Svět fantazie, z.ú.	LAG Česká Kanada
4	Support of Caretakers in Pobeskydí region	Slezská diakonie	LAG Pobeskydí
5	Farm by Three Suns Supports the Employment in the region	Alena Samková	LAG Skutečsko, Košumbersko a Chrastecsko, z.s.
6	We Co-operate together with SPLAV	Union SPLAV, z.s.	LAG Sdružení SPLAV
7	Store of Delicasy	Mgr. Hana Nováková	LAG Podhůří Železných hor
8	Community Center Nové Hradý	Town of Nové Hradý	LAG Sdružení růže
9	Coordination of Social Work in CHOPOS microregion	Voluntary Union of Municipalities CHOPOS	LAG Posázaví
10	Summer Camps with ČÁP	ČÁP, o.p.s.	LAG Brdy - Vltava

Source: our own elaboration

The above table shows that the most frequent type of recipients was a non-profit organization (NGO). Other types of recipients were entrepreneurs (2x), one municipality, and one union of municipalities. Two projects were realized directly by local action groups. No projects in the selected sample were realized by companies.

A methodology of elaborating the studies was suggested by the contractor in their application and further developed in cooperation with the project owners. The case studies were elaborated mainly using interviews with project realization team members and representatives of local action groups, also using information from project applications provided by the project owners. Publicly reachable information mainly from web pages of project realizers and LAGs was also used. An indicative structure of interviews is attached as Attachment No 1 of this final report.

All case studies were elaborated using the following structure:

- A case study in a text format
- Graphically adjusted and shortened abstract in a form of two-sided A4 leaflet
- Electronic presentation in PowerPoint format
- Transcription of interviews with project realizers and representatives of LAGs

With regard to timing of projects and calls announced by LAGs, most of the projects had not been finished in the time of case studies elaboration. All the projects had, however, been in an advanced phase of realization allowing an evaluation of both processes and partial results.



All the projects evaluated in the case studies can be considered successful and bringing benefits to both the target groups and the region. The selection of successful projects by project owner has been confirmed. The following main and generally valid findings result from the case studies.

Projects and their preparation:

- All projects are realized according to Operational program Employment and contribute to its goals.
- All projects reflect the needs of the respective region and react to them thanks to good knowledge of the region by the project realization team.
- Most of the projects directly address the needs defined in the Strategy of Community Lead Local Development (SCLLD). Most of the projects had been planned for a long time already at the time of SCLLD preparation.

Projects realizers and their characteristics:

- All realizers have been active in the LAG region for a long time.
- Most of the case studies projects realizers are active members of LAG at the same time. They have either been active members in time of SCLLD preparation or have become members in connection with the preparation of their project.
- Project realizers have usually taken part in working groups for defining SCLLD.

Partnership and cooperation on local level, bottom-up approach:

- Although the formal partnership is not common in the studied projects, informal partnerships with other institutions in the region proved to be very important.
- Partners cooperated with the project realizers based on their long term positive acting in the region and thus gained credibility.
- Cooperating partners covered all types of institutions (non-profit organizations, business sector, associations, public sector, physical persons).
- All case studies showed a strong bottom-up principle. The project idea was generated directly by project realizers or in cooperation with target group exploiting good knowledge of local needs.

Integrated projects:

- In most cases the projects have not been realized independently but as a part of a portfolio of interdependent and mutually complementing projects supporting each other.
- Alongside the OPE projects under the LAGs calls, the realizers carry out also other projects trying to diversify their activities and to ensure higher stability and sustainability of the projects as a whole. For example, the employment of handicapped people is combined with projects supporting social entrepreneurship, or, a network of parents is considered as a distribution network for local producers.

Innovativeness of projects:

- The studied projects themselves are not significantly innovative, however, in connection and combination with other activities, they can be considered innovative.
- Innovativeness can be seen especially in integration with other projects and in smart and coordinated “snowballing” with other supporting projects and activities.



Barriers in preparation and realization of the projects:

- The project realizers see some minor barriers in the OPE rules (e.g. ineligibility of material for direct work with children as direct costs).
- With one exception, all project realizers had had previous experience with preparation and realization of projects. Therefore, there were no problems with the preparation and realization of the projects.
- An excellent cooperation with LAG has been practically always mentioned as a significant factor of smooth and problem-free project realization.

Cooperation with LAG:

- LAG has been seen not only as a mere provider of financing but rather as a reliable and valuable partner in all studied projects.
- The project realizers appreciated good local knowledge on the part of LAG and good ability to judge when to intervene in the project.
- In several cases LAG has helped the realizers to increase the value of the project by connecting them to other valuable partners and cooperating organizations.

The LAG representatives appreciated mainly long-term activity of the realizers in the region and their effort to solve some of the problems defined in SCLLD. The long-term activity of the realizers in the regions turned into their increased credibility and good status there.