

Project
NORTHERN LIGHTS
women-led initiatives in inclusive
sustainable rural development

INTERIM NARRATIVE REPORT



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List of acronyms used in the report

Civil society organisation	CSO
Local and regional authorities	LRAs
Local structures	LS
non-governmental organization	NGO
national park	NP
Sustainable rural development	SRD
Small and medium-sized enterprises	SMEs
Programme LEADER (an acronym in French – Liaison entre actions de développement de l'économie rurale, meaning links between actions for the development of the rural economy) - European Union initiative to support rural development projects initiated at the local level in order to revitalise rural areas and create jobs.	LEADER
Village	v.
Voluntary area council	VAC
Austria	AU
Slovakia	SK
Russia	RU
Czech Republic	CZ
Association for nature conservation "Machaon International"	Machaon
"Agency of rural community development" Autonomous NGO	ARSI
"Club of Friends of Kenozero National Park" Association	KFKNP
"Silver Taiga" Foundation for Sustainable Development	STaiga
Kola Biodiversity Conservation Center NGO	KBCC
Implementing body	IB

1. Description

1.1. Name of coordinator of the grant contract: Association for nature conservation "Machaon International"

1.2. Name and title of the contact person: Svetlana Belova, project manager

1.3. Name of beneficiary(ies) and affiliated entity(ies) in the action:

"Agency of rural community development" Autonomous NGO

"Club of Friends of Kenozero National Park" Association

"Silver Taiga" Foundation for Sustainable Development

Kola Biodiversity Conservation Center NGO

1.4. Title of the action: "Northern Lights" – women-led initiatives in inclusive sustainable rural development

1.5. Contract number: 412241

1.6. Start date and end date of the reporting period: 13.12.19 – 12.12.21

1.7. Target regions: Arkhangelsk and Murmansk oblasts, the Komi Republic



1.8. Final beneficiaries &/ target groups:

Target groups:

Women-led CSOs active in social entrepreneurship and sustainable rural development in less developed and remote areas of Russia (4 directly engaged and at least 60 informed and trained)

Active residents who already started or wish to start a small business (100 pers, about 80% - women), existing SMEs in tourism, food processing, agriculture, aquaculture and artisanal production (about 30)

Regional authorities in 3 regions, 8 district administrations and at least 16 municipalities, voluntary area councils, administrations of protected areas, relevant NGOs and local community and cultural organisations (e.g. centers of artisans)

Final beneficiaries:

Rural communities in pilot regions (about 30,000 people)

Residents of Arkhangelsk, Kandalaksha, Kirovsk, Murmansk, Syktyvkar

Consumers of the local products and visitors to the pilot regions/protected areas at large

Regional and local authorities in different parts of Russia (50+ regions)

National authorities including relevant ministries and agencies

Rural communities active in rural development in 50+ regions of Russia

1.9. Countries in which the activities take place:

Russia, part of capacity-building activities will take place in EU countries Slovak and Czech Republics, Germany, Hungary and Austria

2. Assessment of the implementation of the action activities and its results

2.1. Executive summary of the action

Despite the global pandemic, which also affected lives in Northern Russia during the years 2020-2021, the project team has achieved successful tangible results and activated local socio-economic development in remote villages of the Arkhangelsk region and the Komi Republic. It used novel and innovative approaches of supporting job creation based on empowering citizens (with a strong support for women), social innovation, participatory governance and inclusive policy-making. Thanks to active engagement and knowledge transfer to grassroots women-led CSOs, the project effectively identified suitable business opportunities for remote areas (farming and processing of farm produce, traditional crafts, tourism and related services) and started to mobilize rural people and various stakeholders into collaborative networks, significantly built the capacity of the participating entities and worked for overcoming the barriers for social entrepreneurship, first of all through training, mentoring and funding of viable new market chains. Due to the pandemic, the project became even more relevant than when it was prepared, because the effects of the COVID19 affect the remote regions of our project economically as well. Therefore, the ongoing project implementation is of high need and relevance.

The main project achievements (key indicators related to overall objectives) are:

Visible effect on the ground:

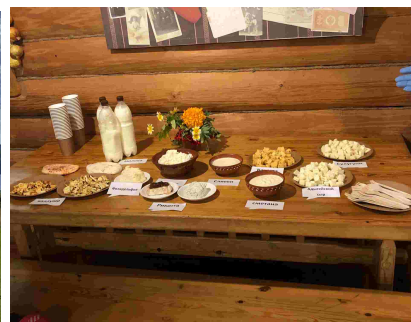
62 entrepreneurial initiatives (43 start-ups and 19 existing) were supported by direct financing of 189,603 EUR, mentoring, networking and establishment of new market channels. As a result, already 11 new full-time and 67 part-time working places (65% of which for women) in remote villages were created, 47 people working in 19 SMEs improved their income (64% of which are women);

13 social and environmentally-oriented projects were supported by direct financing of 20,998 EUR and expert support, 2 innovative art-events were organised and contributed to the rural community mobilisation, improvement of waste collection and disposal, creation of better infrastructure and richer cultural life in 12 remote villages; **500+** rural people and representatives of LR6s in 7 micro-regions participated in 70+ capacity-building events, 200+ people became motivated to start or to improve their own business and are willing to participate in collaborative networking;

3 local CSOs, 2 newly created NGOs and 16 voluntary area councils **engaged in participatory governance in 5 micro-regions** and their capacity for the diversification of rural economy was enhanced.

Reaching LRAs, protected areas and CSOs all over Russia:

Representatives of 60+ women-led CSOs, protected areas from 50+ RU regions learned about effective methods and approaches in social entrepreneurship and rural development through community activation, creation and strengthening of local structures, developing and promoting new local "soft" businesses, area marketing and branding through 13 webinars with 2000+ participants and 1,500+ views on a Youtube platform.



2.2. Results and activities

2.2.1 List of the main actions and their results of the project for the period 13.12.2019 – 12.12.2021

Nr	Title of the action	Dates	Location	Nr of participants		Main results
				all	women	
White – activities in EU,Murmansk region, on-line, Responsible partners Machaon International and KBCC						
1.1'	Inception meeting of 3 project partners	26.12.19 – 3.1.20	Poprad (Slovakia)	6	4	Working plan and partnership agreements developed
1.1'	2 Inception meeting with associated partners, project presentation for EU national parks	16-19.1.20	Kaprun (Austria)	22	8	Capacity-building activity in EU plan developed
1.10'	4 Webinars “Training of wilderness guides and establishment of system of organisation and promotion of guides services” https://machaon.eu/ru/webinars/	18.02.21	On-line	180	107	buiding capacities of the project team, CSOs and Pas to organise Guides courses and their work
		04.03.21	On-line	270	185	
		18.03.21	On-line	120	73	
		01.04.21	On-line	94	59	
1.14“	Webinar “Areas of inspiration” https://machaon.eu/ru/detail-services-tour/inspirati	09.04.21	On-line	96	64	Building capacity of CSOs to organise community-based cultural events in villages and use the potencial of creative sector for PR of tourism
	Art-symposium and folklore eventl „Let’s gather around Chipsan“	30.7-7.08 2021	v.Chernysh, Ob’jachevo district	100	80	
1.2'	Project launch in Murmansk region https://www.mvestnik.ru/our-home/malo-lyubit-nad	11.3.2021 12.3.2021	Kirovsk Apatity	42	24	establishment of cooperation for project implementation
1.14“	Trail-maraton Khibiny (project funds were used for)	26.06.21	NP Khibiny	356	70	Development of sport tourism, promotion of tourism destination
1.13.2	First Guide School (<i>outside of project funding</i>) http://khibinypark.ru/page/raspisanie-praktiki	27.6 – 9.7.21	Kirovsk	18	12	Training of local nature guides
1.14“	Plain air event „Khibiny overwise“	11-15.8.21	NP Khibiny	9	8	PR, production of unique souvenirs
Orange – activities in Komi, responsible partners Silver Taiga and ARSI						
1.2.	Inception mission and workshops: Komi	4-11.12.19	Piluzsky and Ust-Kolomsky districts, Syktyvkar	31	23	directions for the development of priority business initiatives identified, stakeholders informed, cross-sector cooperation initiated
1.2.	Research expedition and meetings in pilot villages in Komi and project public presentation	7-14.02.20		78	62	
1.6.'	Strategic sessions with LS	25.05.21	Obyachevo	23	17	buiding cooperation and capacities in rural development. discussion of possible directions for the development of priority business initiatives and social life in villages. Development of strategies for micro-regions, improvement of networking
	Strategic sessions with LS	24.05.21	Noshul	12	9	
	Strategic sessions with LS	27-28.05.21	Pomozdino	35	?	
	Strategic sessions with LS	12.11.21	Pomozdino	12	8	
	Strategic sessions with LS	25.11.21	Obyachevo	15	9	
	Strategic sessions with LS	26.11.21	Noshul	13	8	
	Festival of Komi-Speaking Families	18.11.21	Tarachevo	90	60	
1.12.1.'	Local sessions with people in pilot villages (preparation for grant competitions)	III-IV/20	Piluzsky and Ust-Kolomsky districts	8	5	Increased capacity of rural people to develop entr. projects
1.12.3.'	Mini-grants competition for Komi I round	IV-VI/20	Piluzsky and Ust-Kolomsky districts	21	12	21 entrepreneurship projects for total sum €68131 and 2 social projects for €3122 supported, mentoring support. 3 new full-time working places, 11 part-time, 20 people improved incomes
	Mini-grant competition for entrepreneurs II round	III-V/21		18	9	
1.12.2.'	On-line akselerator for rural entrepreneurs in Komi Republic (7 s and 40+ individual support), communication platform	June-July 2020	Piluzsky and Ust-Kolomsky districts	35	21	
		June 2021		13	7	
1.12.2.'	Seminar on the promotion of goods and services of rural entrepreneurs on the Internet	21.01.21	On-line	10	8	increased capacity to use the power of social networks and marketplaces to promote goods and services
		07.10.21		11	5	
1.12.4	A training course for rural masters in the Center for Contemporary Art “Gift of Labor”.	15.04.21	Moscow	2		Improved capacities of 2 rural craftsmen to use Laser machine.
1.12.5, 1.14	Preparation for certification according to the FSC scheme of pellet production (expert work)	2020	Puzla village, Ust-Kolomsky district	13	1	opened up new opportunities for a wood processing plant for the production and export of pellets
1.12.1.'	Guides school	27-28.8.20	Piluzsky district	13	12	Increased capacity of rural residents to provide tourist services for visitors of Kojgorodsky NP, improved conditions for tourism development
	Guides school: 3 seminars	28.8, 22.10, 6.11		25	20	
	Guides school: 3 seminars	24-26.08.21		14	13	
	Guides school: webinar	14.09.21		23	19	
	Seminar for local entrepreneurs in tourism	03.08.21	Noshul	23	19	
	TOTAL number of main events participants			4569	2449	

Nr	Title of the action	Dates	Location	N of participants		Main results
				all	women	
Yellow – activities in the Arkhangelsk region, Responsible partner Club of friends of Kenozero NP						
1.6.	Strategic session with local people	13.12.19	Pocha village	34	29	Possible directions for the development of the villages and priority business initiatives discussed and identified
1.6.	Strategic session with local people	12.01.20	Ust-Pocha village	26	20	
1.6.	Strategic session with local people	12.01.20	Vershinino v	21	15	
1.6.	Strategic session with local people	30.01.21	Pocha village	18	15	Presentation of 1 st round project results, discussion of possible directions for the development of priority business initiatives and social life in villages. Introduction of elements of LEADER methodology. Training for local structures
1.6.	Strategic session with local people	29.01.21	Ust-Pocha village	8	4	
1.6.	Strategic session with local people	29.01.21	Vershinino v	16	15	
1.6.	Strategic session with local people	28.01.21	Morshihinskaya	20	17	
1.6.'	Strategic session with local people	10-14.2.21	5 vil in Onega P	67	42	
1.2.	Project presentation to the administration of Pleseck district	21.01.20	Arkhangelsk	7	4	Rural residents, representatives of the LRAs, media, CSOs and the business community get knowledges about new possibilities for small business and social projects support
1.2.	Inception seminar - conference "Winter meetings" For	1-2.02.20	Vershinino v, Kenozero NP	96	64	
1.5.'	Seminar “10 steps to a successful project” for LS	14-17.2.20	Morschihinskaya	70	58	buiding capacities in project development and management, organising community initiatives, forming vision of SRD, establishment networking between LS and NP
1.5.'	Seminar “10 steps to a successful project” for local structures	25-28.11.21	Vershinino v, Kenozero NP	32	31	
			On-line	48	42	
1.8'	Study-tour "Development of local initiatives, rural tourism and the social partnership" For 10 representatives of 4 project partners and 10 CSOs from other RU regions	18-23.9.20	Kenozero NP	48	42	increased capacities to support business projects focused on rural tourism, crafts and food processing.
1.11.4.'	3 Trainings "Customer focus – main Secrets"	07.03.20	Arkhangelsk	15	1	Increased capacity of NPs staff (rural residents) to provide quality tourist services for visitors of 2 Nps
		08.06.20	Vershinino v.	32	4	
		09.06.20	Morschihinskaya	21	2	
	2 Trainings "Successful sales and effective communication with clients"	09.06.20	Vershinino v	12	11	Increased capacity to promote and sale services and products and to provide cultural service
		10.06.20	Morschihinskaya	9	9	
	Folklore lessons	6-8.3.20	Arkhangelsk	14	12	
1.11.4.'	seminar for local people „Rural and eco-tourism cross-marketing “	26.01.21	Vershinino v	16	10	Increasing capacities of rural tourism entrepreneurs to promote their services
		27.01.21	Morshihinskaya	13	11	
	seminar for local people „Tourism services and hospitality“ http://www.kenozero.ru/o-parke/materialy/novosti/vo	25.01.21	Vershinino v	23	5	Increasing capacities of rural residents to communicate with tourists and guests
		26.01.21	Morshihinskaya	18	2	
		training for rural shop sellers	25.01.2021	Vershinino v	7	7
2.1.3'	International conference „Development of auto-tourism in Protected areas of Russian North (co-organisator, project supported part of the programme focused on promotion of tourism potential Kenozero area) http://www.kenozero.ru/o-parke/materialy/novosti/uc	14-15.06.21	Kargopol district, Kenozero NP	52	17	Local entrepreneurs, administrations of Pas, LRAs and CSOs studied new approaches of working with autotourists as with a new target audience were developed at the conference. Attracting attention of regional and state authorities to problematic of transport accessibility of tourist destinations
			On-line	358	132	
2.6.'	Meeting of directors of PAs and Ministry of environment (presentation of project results)	7-11.09.21	Kenozero NP	32	12	Initiating similar work for support rural development by protected areas and state support for this work
1.11.3.	Mini-grants competition for KNP and OP I round	1.2-10.3.20	Kenozero and On.Pomorie NPs	101	68	41 entrepreneurship projects for total sum €119229, 11 eco and social projects for total sum €18750 supported, mentoring and marketing support organised. New 8 full-time and 59 part-time working places created, 27 people working in 7 SMEs improved their income
1.11.3.	Mini-grants competition for KNP and OP II round	5.03 – 15.04.21		28	19	
1.11.1'	On-line akselerator for rural entrepreneurs in Kenozero	1.4- 11.12.20		27	15	
1.11.2'	Seminar for local entrepreneurs	27-28.02.21 14-17.5.21	Arkhangelsk	21	17	
1.11.4'	Computer literacy courses for residents of Kenozero villages	29-30.5.21	Vershinino v (Kenozero NP)	11	8	Increasing capacities of rural tourism entrepreneurs to promote their services
2.2.'	Study-tour „Culture of participation“ http://www.kenozero.ru/o-parke/materialy/novosti/uc	7-11.06.21	Kenozero NP	49	26	Strengthening the capacity of LRAs, CSOs and PAs on adopting complex cross-sector approaches in rural development. Promotion of project results to wider audience
1.14"	Test-tour for touroperators (in-kind contribution)	20.05-1.06.21	Kenozero NP	12	10	Marketing and PR
	TOTAL number of main events participants			1382	796	

List of webinars for ALL-russian auditory (Activity 2.3.)

Title of the action	Dates	Responsible partner	Number of participants		views on Youtube	Main results
			all participants	Women-participants		
2020						
Initiative budgeting. Opportunities for rural development	19.12.19	ARSI	166	94	255	Participants have learned new approaches to rural area development, i.e. rural tourism, LAG experience of the European colleagues and of the Russian territorial area councils (unions with lot of similarities to LAGs), about promotion and marketing, and innovative fundraising opportunities for rural areas. They're already using the new knowledge and contacts with experts and colleagues from other regions in their everyday work to improve life at their municipalities.
Voluntary area councils in rural tourism	23.04.20	ARSI	132	104	206	
Using the mechanism of self-employment in rural areas	11.03.20	ARSI	166	135	191	
Promotion of products and services in social networks. Personal experience of a successful entrepreneur in working on Instagram	29.04.20	ARSI	176	110	142	
Local action groups as driving force for rural dev	22.05.20	Machaon, ARSI	250	180	205	
Specificity of classification of accommodation facilities in rural tourism .	16.06.20	ARSI	142	112	163	
Environmental education and public outreach	19.06.20	Machaon	165	123		
Stories as a way to make clients fall in love storytelling for rural tourism	30.06.20	ARSI	104	81	83	
TOTAL number of on-line events participants/2020			1301	939	1245	

Activity 1.10, 1.14

Title of the action	Dates	Responsible partner	Number of participants	
			all participants	Women-participants
4 Webinars "Training of wilderness guides and establishment of system of organisation and promotion of guides services"	18.02.21	Machaon, NP Gesause (AT), NP Sumava (CZ)	180	117
	04.03.21	Machaon, Kronocky and Caucasus zapovedniks, Pas of Karelia, Ecocentre Zapovedniks	270	168
	18.03.21	Machaon, Protected areas of Sajany region	120	89
	01.04.21	Machaon, Slovak association of mountain guides	94	62
Webinar "Areas of inspiration"	09.04.21	Machaon, artists, NP Voskresenskoje povetluzhie	96	64
TOTAL number of on-line events participants			760	500

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**Образовательные он-лайн мероприятия**

Территория вдохновения.
Дата: 9 agosto 2021
Тема: вебинар
Группа: 96 участников

Горные гиды-эко-туризма: обучение и организация работы в Словакии
Дата: 1 agosto 2021
Тема: вебинар
Группа: 94 участников

Гиды-эко-туризма: обучение и организация работы в Саянах
Дата: 18 marzo
Тема: вебинар
Группа: 120 участников

Гиды-эко-туризма: обучение и организация работы на ООПТ России
Дата: 4 marzo 2021
Тема: вебинар
Группа: 270 участников

Гиды-эко-туризма: обучение и организация работы в ООПТ Европы
Дата: 18 febbraio 2021
Тема: вебинар
Группа: 180 участников

Экосистемные услуги и экосистемный учёт: что это такое и зачем это нужно?
Дата: 18 marzo 2021
Тема: вебинар
Группа: 40 участников

Экологическое просвещение в европейских национальных парках
Дата: 19 junio 2020
Тема: вебинар
Группа: 260 участников

Европейский опыт развития сельских территорий силами местных инициативных групп
Дата: 22 maio 2020
Тема: вебинар
Группа: 350 участников

Main results:

building capacities of the project team, CSOs and protected areas to organise courses for nature Guides and system of organisation and promotion of guides services.

Building capacity of 73 rural CSOs, protected areas, cultural institutions to organise community-based cultural events in villages and use the potential of creative sector for development of art-expositions and promotion of tourism potential

<https://machaon.eu/ru/webinars/>

<https://machaon.eu/ru/detail-services-tour/inspiration/>

A. Results

MAIN OUTCOMES of two years of project implementation (key indicators related to overall objectives):

- ✓ The project brought **new ideas and know-how** into 3 northern regions of Russia including good practices in entrepreneurship and mutual collaboration between local residents, LRAs, PAs and CSOs;
- ✓ Three women-led Russian CSOs able to build rural community capacity and to stimulate social innovation, entrepreneurship and to introduce multi-level governance using innovative for Russia community-led local development (CLLD) approach;
- ✓ Various local beneficiaries ranging from NP managers (20+), local community leaders (30+), representatives of LRAs (20+) as well as rural residents (500+) **increased their capacities** in rural entrepreneurship development through training and cross-sector cooperation improvement;
- ✓ **Social entrepreneurship and activities in remote rural areas in two regions were strengthened.**

MAIN OUTPUTS of two years of project implementation:

- ✓ **7 local structures with 100+ members** formed in 7 micro-regions in the Republic of Komi and the Arkhangelsk region, the capacity of their members in local governance and entrepreneurship was improved, the process of micro-regional strategies development was started;
- ✓ Local structures in the Arkhangelsk region with help of the project team attracted about 80,000 EUR for several infrastructural, social and cultural projects from regional and state grant programmes;
- ✓ **500+** rural people and representatives of LRAs in 6 micro-regions participated in 70+ capacity-building events, 200+ motivated to start or improve business and participate in collaborative networking;
- ✓ **62 entrepreneurial initiatives** (43 start-ups and 19 existing) were supported by direct financing of 189,603 EUR, mentoring, networking and establishment of new market channels. As a result, already 11 new full-time and 67 part-time or seasonal working places (65% of which for women) in remote villages were created, 47 people working in 19 SMEs improved their income (64% of which are women);
- ✓ **13 social and environmentally-oriented projects** implemented and two innovation art-events organised contributed to the rural community mobilisation, improvement of waste collection and processing, creation of better infrastructure and richer cultural life in 12 remote villages;
- ✓ The project has contributed to **the creation of essential tourist facilities** such as guest houses, a forest trail, expositions, new visitor services and agricultural, gastronomical and craft products and their marketing (support scheme for 30+ SMEs in 4 micro-regions is operational);
- ✓ 60+ women-led CSOs, 20+ protected areas all over Russia trained and increased capacities to support SRD, their networking, relationships and influence on policy-making improved;
- ✓ Importance of rural tourism has been highlighted as a crucial driver for local development and acknowledged as the strategic direction for Russia: a positive response was received from the Government of the RF for the draft of a law amendment developed by the members of the State Duma which should extend the federal law No. 132-FZ adopted on 24.11.1996 'The framework for tourism activities in the RF' with new provisions for rural tourism. Furthermore, rural tourism activities exemplified in the project will be included in the 'Comprehensive Programme for the Development of Rural Areas' and in materials of Federal Tourism Agency and the Ministry of Agriculture of the RF.

WEB-resources:

[project's web-page](#)

Web-platform of Partners of the Khibiny network <https://zapovednyekhibiny.ru/>

[Web-page of Partners of Kenozero NP network](#)

communication platforms in social media V Kontakte:

for the Arkhangelsk region <https://vk.com/club193556685>,

for the Komi republic <https://vk.com/club195695687>,

for the Murmansk region <https://vk.com/russianschoolguides> and Facebook project group

B. Activities

The project was implemented according to the intervention logic described in the project proposal. All project objectives were relevant for the country and complied with the government policies.

1.1. Inception meetings

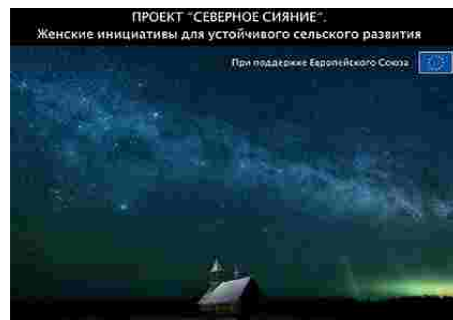
1st inception meeting coupled with visits to Slovak villages was organised by Machaon International in Slovakia for co-applicants ARSI and KFKNP (6 participants: S.Belova, J.Bednar (Machaon), A.Yakovleva, E.Shatkovskaya, A.Klokotov (KFKNP), S.Kopylova (ARSI) on December, 26, 2019 – January, 3, 2020, the on-line meeting was organised with representatives of the Kola center (O.Petrova, V.Petrov) and Silver taiga (V.Semiashkina, O.Sazhina) on December, 30, 2020.

Aims of the inception meetings were:

- ✓ Presentations of participating organizations and partners of the project and their experience;
- ✓ Exploration of practical examples in implementation of the LEADER methodology and women-led businesses and discussion of possibilities how to introduce these approaches in Russia;
- ✓ Presentation and discussion about the aims, detailed action plan, expected results of the Project, possible partners' contributions to the Project implementation;
- ✓ Discussion about a capacity-building programme for RU partners and beneficiaries;
- ✓ Discussion about the process of monitoring and evaluation of the project implementation, visibility requirements, demands for reporting of the partners, etc.
- ✓ Training on financial and narrative reporting, communication and visibility, etc.

During the inception meeting Machaon International organised an 4-day long study-tour in Slovakia for 4 representatives of co-applicants ARSI and KFKNP

Visual elements of communication and Visibility Plan were developed by Machaon's team (including the project style, key messages, [web-site](#), 3 banners with project presentation and information about key project activities and partners. The key project communication instruments of the project team with rural residents and representatives of LRAs are 3 social media groups VK which are available in remote rural areas. The key communication instrument for the project team in the project team group in Facebook, in addition each projec coordinator and organisation-partner decide to promote project activities on their individual pages in social media VK, Instragam and Facebook.



In addition, Machaon International organised several on-site and on-line meetings with co-applicants as well as meetings with EU associated partners:

- ✓ with the Local Action group Straznicko on March, 2-4 in Straznice (Czech Republic);
- ✓ with National Park Gesäuse and other EU national parks and conservation NGOs on January, 16-19 2020 during ALParc association meeting in Kaprun, Austria, where they presented the Northern Lights project to the audience of representatives of national parks from the Alpine region and discussed capacity-building programme for RU partners.

Changes in activity:

We organised the 1st inception meeting quite quickly (2 weeks after signing the contract), because there was only one possibility to travel to Slovakia for key partners from Kenozero and ARSI at the end of December. With partners from the Republic of Komi and the Murmansk region we agreed to meet personally in February-March, 2020. The public project launch and on-site inception meeting of the lead partner with partners and beneficiaries in the Komi Republic was arranged in February as planned, the public launch and inception meeting with partners from the Murmansk region was postponed to spring 2021 due to limitations caused by the pandemic. Representative of the project partner ARSI Iva Lebedeva met with the representatives of Kola Center and project beneficiaries on January, 11-13, 2020 and discussed the processes of Guides school creation.

We had to find a suitable way to agree with associated partner NP Gesause and representatives of other EU national parks working plans and to organise study-tours. We identified the event of ALParc association as an excellent and cheap possibility to meet with all the relevant people for us such as Arparc staff, directors and specialists of national parks from Germany and Austria. We used the event to discuss our capacity-building programme including 2 study-tours. If we have chosen another way, we would need to visit several national parks individually, find people, pay salary for these people etc. - and such an option would have been twice or three times more expensive than meeting with all park directors in one place and talked to them.

During ALParc association Danilo Re memory event Machaons' team (Belova Svetlana/project manager, Belova Olga/technical assistant, Bednar Jozef/president of Machaon, helped with interpretation from German) organised 10+ meetings with following specialists:

Plassmann Guido, director of Alparc association;

Widmann Veronika and Arneodo Letizia, Alparc association;

Herbert Wolger, director of national park Gesause (Austria), Magdalena Kaltenbrunner, Johanna Eisank, Martin Hartmann, Alexander Maringer (NP Gesause);

Volkhard Maier, director of national park Kalkalpen, Elisabeth Humer, Claus Lackerbauer, Franz Kettenhummer, Günther Kühner (NP Kalkalpen);

Anna Brugger, Maria Mattersberger, Mathilde Henault (NP Hohe Tauern);

Roland Baier, director of national park Berchtesgarden (Germany).

During these meetings Machaons' team presented the Northern Lights project to the audience of conservation NGOs and national parks from the Alpine region and discussed capacity-building programme for RU partners, and other possible cooperation events (for example, participation of representatives of EU national parks in festival of traditional knowledges in Kenozero national park and School of nature guides in Murmansk region).

In addition, On January, 30, Machaon International participated in the meeting with representatives of regional authorities and managers of local structures of the region, presented the project Northern Lights and discussed possible cooperation.

Results of this activity:

- ✓ Detailed contracts with partners developed (including detailed plan and budget for project implementation for the first year with M&E procedures and preliminary plan and budget for the 2nd and 3rd years);
- ✓ The most acute problems in rural development were highlighted and discussed, needs of RU partners for capacity-building programme were evaluated, topics of the study-tour were formulated and all necessary cooperation with EU national parks for study-tours organisation were developed.
- ✓ 6 representatives of 3 women-led CSOs increased capacity to introduce innovative approaches of the LEADER approach in rural areas of Russia;
- ✓ A joint vision how to introduce LSs as a vehicle for community-led development and rural support of entrepreneurship in remote regions formulated, capacity-building programme developed in details;
- ✓ 5 Project partners increased capacity to implement EU projects.

2 Inception meetings programmes and participants lists for meetings in Slovakia and the Czech Republic are presented in Annex 1.1./2020

Activity 1.2 Inception missions and workshops in 6 micro-regions (January – February 2020) for 300 participants

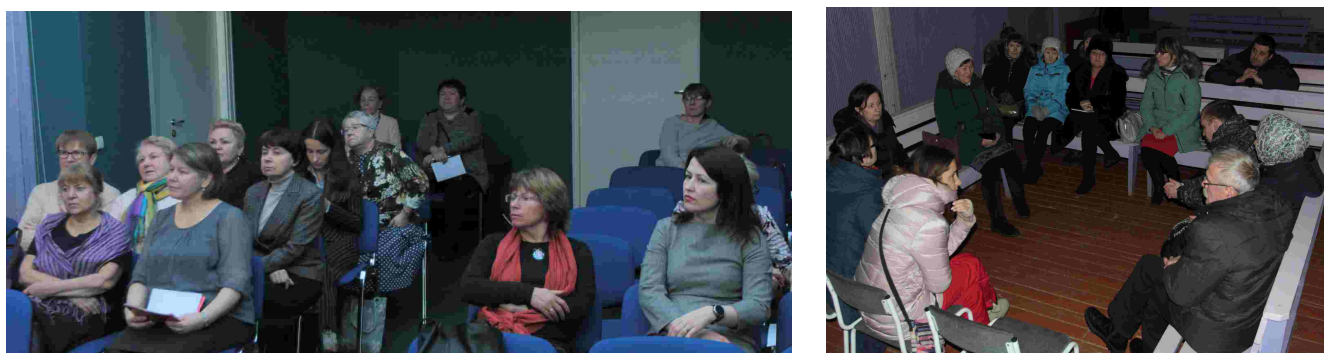
KFKNP and S.Taiga in cooperation with Machaon and ARSI organised a series of missions to launch project and to introduce the LEADER methodology to local stakeholders. Each mission in a micro-region included meetings with and workshops for district and municipal authorities, informal community groups, local leaders, NP administrations, cultural and educational organizations, entrepreneurs (both existing and potential) with the following issues addressed:

- 1) complex assessment of the existing situation in each micro-region including in-depth analysis of potential of small business development in rural and identifying potential members of local structures and recipients of the mini-grants;
- 2) sharing the best EU and RU practices of socio-economic development through local-level community initiatives to all local stakeholders.

In the Arkhangelsk region, 80 people in 3 villages participated in 3 strategic sessions and 96 – in 2-days inception conference in Kenozero NP



In the Republic of Komi 17+ meetings with 65 people in 2 districts were organised during mission of Silver Taiga, ARSI and Machaon, and project launching event in Syktyvkar with 20+ people.

**Outputs of Activity:**

The inception missions, conference and workshops significantly contributed to strengthened capacities of 3 regional CSOs, LRAs and NP staff, highlighted best ideas for community mobilisation and entrepreneurship development. Thanks to expert advice it allowed adjusting the implementation plan for several project activities making them more cost-effective and suitable to local conditions. Missions contributed to the establishment of new cooperation initiatives between relevant stakeholders not involved at the project preparation stage (e.g. local entrepreneurs, cultural institutions) and fostered networking and sharing of ideas among participants.

218 female and 76 male representatives of rural communities, LRAs in 6 micro-regions informed about the project ideas and their motivation to engage in the local structures or start or support new business increased.

Programmes of strategic sessions and conferences, participants lists are presented in Annexes 1.2./2020

Main publications: Rossiyskaya gazeta about project start in Arkhangelsk region

Takie dela "EC will support rural entrepreneurs for 6 mln rublej

<http://www.kenozero.ru/o-parke/materialy/novosti/kenozere-i-onezhskoe-pomore-te-komu-ne-vsye-ravno-v-kenozerskom-natsionalnom-parke-proshli-xi-zimnie/>

<http://www.silvertaiga.ru/2020/02/19/v-komi-tri-goda-mozhno-budet-nabljudat-severnoe-sijanie>

Activity 1.8. Study-tour to Kenozero NP "Development of local initiatives, rural tourism and social partnership" on September 18-23, 2020 for 48 participants

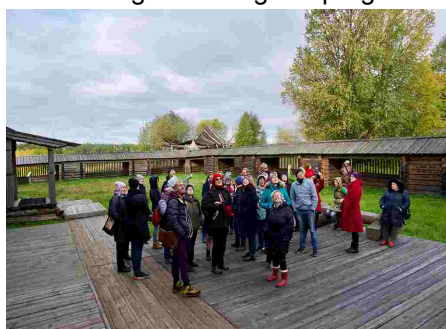
Study-tour was held in the Kenozero National Park and was attended by 10 representatives of project partners Machaon, KFKNP, ARSI, S.Taiga and 38 employees of 16 CSOs from different parts of Russia. Expert in rural tourism development from Belarussian CSO Country Escape was also invited.

Kenozero NP represents an area rich in culture and nature, but which is quite remote and relatively poor. Thanks to park's successful experience in the development of eco-tourism, the establishment of cross-sector co-operation and revival of traditional crafts, it could provide valuable inspiration to other regions. Moreover, the NP is successful in promotion of the area to potential visitors and in provision of suitable services to tourists. The study-tour had four specialized sessions with expert debates and exchange of experience:

- ✓ Development of Social Partnership for SRD;
- ✓ Involvement of rural residents in socio-economic initiatives, cultural and environmental projects (i.e. waste collection and processing);
- ✓ Demonstration of successful examples of „soft“ entrepreneurial activities and social projects in remotevillages, living exchange with rural entrepreneurs, folklore collectives, craft masters, farmers;
- ✓ Rural and eco tourism serve as a suitable tool for leveling off disparities in regional development and improving the social environment in remotevillages.



The activities of voluntary area councils and rural NGOs (analogue of LSs) presented on the study-tour, were highly appreciated by the study-tour participants as they showcased examples of preservation of villages as living heritage sites and development of cultural tourism by active community participation. First successful results of "Northern light" small grant programme beneficiaries were also presented.



Results of this activity:

42 female and 6 male representatives of 20 CSOs from 3 regions Komi, Murmansk and Arkhangelsk and 12 other regions got new impulses and increased their capacities to develop business projects focused on rural tourism, gastronomy, crafts and food processing.

Horizontal networking between 20 women-led CSOs from 15 RU regions improved, they better understand possible perspectives of rural development based on active LSs.

International co-operation and experience exchange in SRD were facilitated.

Study-tour programme, list of participants is presented in Annexes 1.3.

Main publications:

https://machaon.eu/ru/studytour_kenozero/

<http://www.silvertaiga.ru/2020/10/09/ot-murmanska-do-altaja>

[http://kenozero.ru/o-parke/materialy/novosti/shkola-selskogo-turizma-v-kenozere-sobrala-uchastnikov-so-vsey-rossii-/](http://kenozero.ru/o-parke/materialy/novosti/shkola-selskogo-turizma-v-kenozere-sobrala-uchastnikov-so-vsey-rossii/)



Activity 1.5. I Seminar "10 steps to a successful project" in Kenozero NP, February, 14-17, 2020

The seminar was organized in Kenozero NP by KFKNP and Center Garant for 70 people from the Arkhangelsk region, with the support of regional government and NEFCO (cofinancing). The curriculum of the seminar addressed the following issues: 1) training on project proposal development for social projects; and 2) development and presentation of co-operative social projects. Experts provided feedback how to improve the project proposals.

Outputs of Activity:

58 female and 12 male representatives of rural communities, NGOs, voluntary area councils from the Arkhangelsk region built capacities in project development and management, community initiatives, etc. The seminar also contributed to development of vital partnerships and strengthening of the capabilities of participants to resolve common and/or specific problems in development of remote villages and helped with outreach to wider communities in the region.

8 projects developed by 8 CSOs of pilot micro-regions in Arkhangelsk oblast and awarded by small grants in total sum of 14,046 EUR and contributed to the rural community mobilisation, improvement of waste collection and disposal, creation of better infrastructure and richer cultural life in 8 remote villages.



The list of supported projects presented below:

Title of the project	Sum, EUR
Project "Where were you born" Renovation of the former store building and creation of the Club-Museum in the village of Ryzhkovo	2185
Administration of the MO "Pechnikovskoe" Project "A spring to live, a clean lake to be"	350
Administration of the Voloshskoe municipal district Project "Clean Voloshka"	246
Project "At the chapel, at the little ..."	615
IP Porokhin A.V. - renovation of the club building in Ust Poche.	4600
MOO "Culture and travel of Pomorie" Project "Lopshenskaya korga"	405
Pertomin village "The Last Path of Garbage"	3712
Administration of the Severoonezhskoe municipal district Project "Point E"	837
Administration of the State Enterprise "Bereznikovskoe" Project "Let's change"	1095

Programme and list of participants are presented in Annexes 1.5.

Main publications:

<http://rusnord.ru/economic/46595-derevenskim-zhiteljam-arhangelskoj-oblasti-nachinajut-razdavat-dengi-no-ne-za-prosto-tak.html>

<http://www.kenozero.ru/o-parke/materialy/novosti/zhiteli-dereven-i-posyelkov-arkhangelskoy-oblasti-poluchat-okolo-700-tysyach-rublej-na-ekologicheski/> -

<http://dvinanews.ru/-psrgfphp>

<https://vk-gazeta.ru/news/18173/>



Activity 1.5 II Seminar "10 steps to a successful project" in Kenozero NP, November, 25-28, 2021

The seminar was organized in Kenozero NP by KFKNP and Center Garant for 80 people from the Arkhangelsk region (32 in on-site format, 48 in on-line format) with the support of regional government (cofinancing). The curriculum of the seminar addressed issues of improvement capacity of LS members on development and implementation of eco-tourism, social and cultural projects (Programme and list of participants are presented in Annex 1.5./folder Events in the Arkhangelsk region)

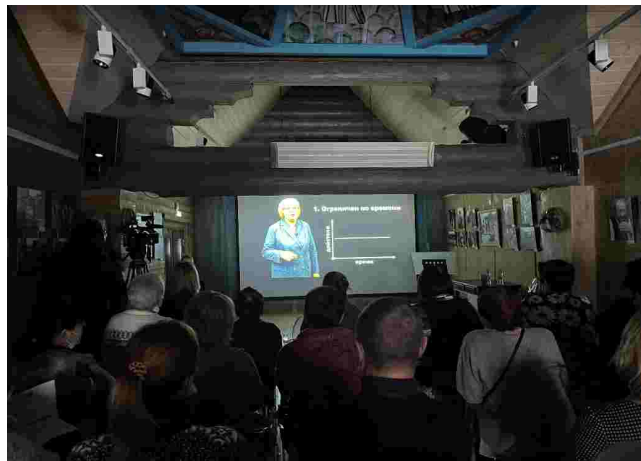
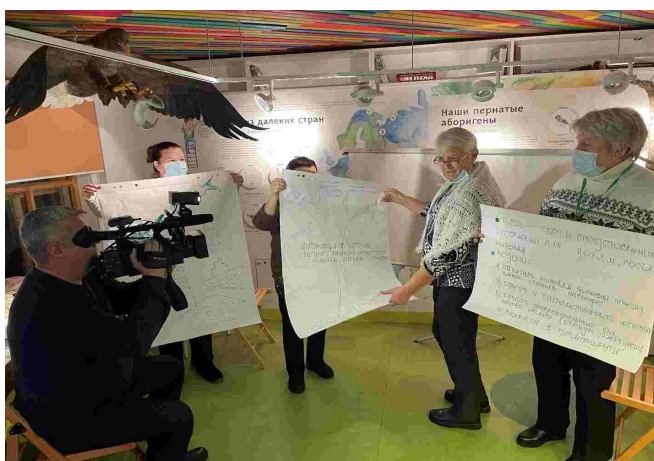
Outputs of Activity:

63 female and 7 male representatives of LS, rural communities, NGOs, voluntary area councils from the Arkhangelsk oblast built capacities in eco-tourism project development and management, supporting community initiatives, etc. The seminar also contributed to the development of vital partnerships and strengthening of the capabilities of participants to resolve specific problems in development of remote villages and helped with outreach to wider communities in the region.

5 projects developed by 5 LSs of pilot micro-regions in Arkhangelsk oblast will be awarded by small grants on total sum 302,397 RUB in 2022 (3,471 EUR) and will contribute to the rural community mobilization, improvement of rural tourism development, creation of better social infrastructure and richer cultural life in 5 remote villages

1. Vershinino "The impossible is possible!" - 93,936 rubles.
2. Pocha "Kinobudka" – 68,521 rubles.
3. Yarenga "Pomor Deli" – 71,596 rubles.
4. Ust-Pocha "Ust-Pochensky Torzhok" – 84,734 rubles.
5. Pushlakhta "Socio-cultural center Belomor" – 55,106 rubles.

All supported projects will be further included in the tours organised by Kenozero and Onega Pomorie national parks and will be promoted to tourists.



1.6. Strategic sessions for local structures in 6 micro-regions of Arkhangelsk region and Republic of Komi

11 strategic sessions with 4 LSs in the Arkhangelsk region and 6 strategies sessions for 3 LSs in the Republic of Komi related to the micro-regions strategies development were arranged. In addition, several workshops (activity 1.2.), webinars (2.3), trainings were held and also related to the LEADER approach and to the experience of community-driven local development in Russia as well as in other countries. During the above-mentioned events, local CSOs together with LS leaders participated in joint expert-guided community work to develop action plans (SWOT-analyses, supporting of social entrepreneurship, improvement of networking, development of marketing plans, area branding and production, co-operation with external partners, etc.



The project strategy is to introduce LEADER approaches and to improve the capacity of members of existent VACs (which include the most active citizens in rural communities in Russian North). VACs are the basis for the creation of Local structures, and project made the steps to mobilize various stakeholders into collaborative action networks which will be further coordinated by leaders of VACs as most active people in villages. The project innovation is to establish new NGOs with aims of activities described in LEADER/CLLD programme based on the human potential of the VACs (NGO is only one possible legal form to officially register LAGs in Russia) which are area-based (micro-region uniting several villages), facilitate local cross-sectoral partnership, develop mutually benefitting strategies of micro-regional development, effectively use regional-level sources of financing and bring innovation (i.e. for development of entrepreneurship which was never was among priorities of VACs).

Results of activities comparing with baseline situation

Before the project	After 2 years of project implementation
<u>Arkhangelsk region</u>	
9 VACs in Onega peninsula acted separately, and only administration of Onega Pomorie NP coordinated their activities and helped with development of regular one-year long action plans and strategies of SRD for Onega peninsula	<p>The NGO Fund for the Development of Pomor Villages (Registered in the v. Letnaya Zolotitsa in the framework of the project to lead LS in future and to do fundraising for micro-region) unites 2 fishing collective farms, VACs and activists from 9 villages of the Onega Peninsula with a population of about 1000 people. In the framework of the project several strategic sessions and trainings were organised and first projects focused on support of entrepreneurship, waste collection and landscape improvement) were won and implemented.</p> <p>Further project steps will include the involvement to LS representatives of local and municipal authorities and development of mutually benefitting strategies of rural development at the level of micro-region (planned for the cold period of 2021-2022). The project team makes special efforts to improve capacity of this LS (i.e. in fundraising), brings innovation and develop networking of this LS with other VACs, NGOs with similar purposes from Arkhangelsk region</p>
2 VACs in Pocha and Ust-Pocha villages (Plesetsk district, Kenozero NP) united active residents (not entrepreneurs).*	<p>In the framework of the project, a NGO ANO Center for the Promotion of Sustainable Development " Kenozerskie Berega" was created. ANO united two active VACs ("Nadezhda" and "Raduga"). ANO's asset is 14 people, 9 of them are women. (Entrepreneurs - 4 people, 1 school director, 2 librarians, 2 heads of the club, 1 teacher, 3- Park employees, 1 pensioner).</p> <p>ANO and VACs already implemented projects aimed at preserving heritage and developing two villages with population of about 650 people. Since project start ANO and VACs attracted more than 50,000 EUR for the implementation of projects focused on SRD and conservation of cultural heritage (Presidential Grants Fund)</p>
VAC "Flying Ship" acting for 5 villages Vershinino, 500 people. Plesetsk district) VAC "Sparks of hope" acting for villages Morschiinskaya and Orlovo (400 people, Kargopol district).*	<p>In the framework of project both VACs started to introduce elements of LEADER methodology: included entrepreneurs in the board and started to develop micro-regional strategies in cooperation with municipal authorities.</p> <p>Both VACs developed and implemented projects for the improvement of social infrastructure of villages, organized cultural events, preserved intangible heritage, supported rural tourism and agriculture.</p> <p>However, these LSs are still not officially registered, and project team try to find the best way for their institutionalisation. Now Club of friends of Kenozero NP actively assists to these LSs in fundraising (with bottom-up approach)</p>

* Before the project only administration of Kenozero NP coordinated activities of VACs in Kenozero NP area and helped VACs with development of regular one-year long action plans and strategies of sustainable development for villages within NP area. Thanks to the project, the local partner Club of friends of Kenozero NP, Nps Onega Pomorie and Kenozero are more able to implement the following activities:

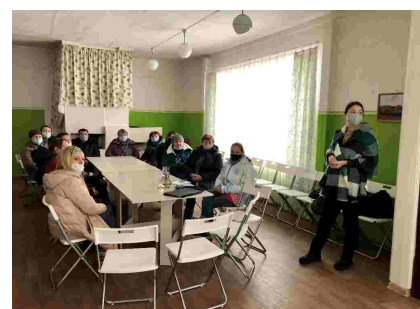
- encourage local communities with members of VACs as its' most active members to develop integrated bottom-up approaches and strategies in circumstances where there is a need to respond to territorial and local challenges calling for structural change;
- build community capacity and stimulate social innovation, entrepreneurship and capacity for change by encouraging the development and discovery of untapped potential from within communities and territories;
- promote community ownership by increasing participation within communities;
- assist multi-level governance by providing a route for local communities to fully take part in shaping the implementation of NPs management objectives in all areas.
- stimulate networking and cooperation between VACs, LSs as within NPs area as well with other development organizations at local, regional, national and international level, transfer best practice and disseminate innovation.

The Republic of Komi

VAC in village Noshul included only active people and implemented social and cultural projects	LAG formed on the basis of VAC, leaded by the head of Noshul and includes 2 leaders of VACs, 3 entrepreneurs and 2 active residents. The project team helps to LAG in development of strategy, branding, establishment of cooperation with Kojgorodsky national park and other development organisation in local and regional area as well as with successful counterparts from Arkhangelsk region.
VAC in village Pomozdino included only active people and implemented social and cultural projects	In the framework of project VAC started to introduce elements of LEADER methodology: included entrepreneurs in the board and started to develop micro-regional strategies in cooperation with municipal authorities, so try to act in the same logic as LAG. LAG already started to develop projects focused on rural development and participate in regional and state grant competition.

LAG in Ob'jachevo is new-created as informal group of 20 people, including representatives of municipal administration, entrepreneurs, cultural organisations. Project team looking suitable form for institutionalisation of LAG and already started develop the strategy and improve the capacity of LAG members

After the field visit to Komi in August 2021 we identified that horizontal links between separate villages, community leaders, municipal and local governments, cultural organisations and other stakeholders were poorly developed and required intervention and help to establish cooperation and to develop strategies for 2 micro-regions (on the basis of results of strategic sessions we organised before in villages). So, several cross-sectoral local action groups were formed in villages, however the broader micro-regional context is insufficient in Komi. Kojgorodsky National Park should be more actively involved, too.

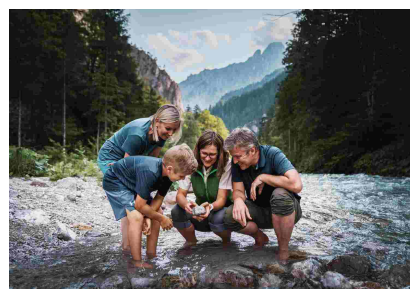


The local development strategies are in the process of development. The Federal Law № 131-ФЗ doesn't either foresee that the VACs/TOCs may play an active role in developing strategies to be applied by the local authorities. However, according to the project team's information and other interview respondents, the project conducts discussions and seminars regarding strategies with involvement of VACs members and the local population. At the same time, the project team does not consider the local population and the VACs to be presently ready, or in a legal position, to take ownership over a development strategy and the possible actions being discussed.

Activity 1.10. Four Webinars “Training of wilderness guides and establishment of system of organisation and promotion of guides services”

Planned activity 1.10. “Study-tour “Together for sustainability: wilderness guides and establishment of system of organisation and promotion of guides services” was changed due travel restrictions to on-line events.

Due of high demand of project co-applicants and target groups (protected areas staff, entrepreneurs in tourism, NGOs in pilot regions as well from other RU regions) to study innovation in training of nature guides and organisation of their work Machaon international in cooperation with EU and RU protected areas, guides associations, NGOs who are very strong in this topic organised four successful international webinars:



Title of the action	Dates	Involved organisations	Number of participants	
			all participants	Women-participants
4 Webinars “Training of wilderness guides and establishment of system of organisation and promotion of guides services”	18.02.21	NP Gesause (AT), NP Sumava (CZ)	180	111
	04.03.21	Kronocky and Caucasus zapovedniks, Pas of Karelia, Ecocentre Zapovedniks	234	152
	18.03.21	Protected areas of Sajany region	120	79
https://machaon.eu/ru/webinars/	01.04.21	Slovak association of mountain guides	94	57
Total participants, including			628	399

In addition, associated partner Gesause National park (Austria) provided us the Certified Training Programme “Austrian NP Ranger” (Course and Exam Regulations) which Machaon translated into Russian language (Annex 2.4./2020). It was adopted as the best practice for the development of the training programme and organisation of exams for local guides. The programme was disseminated to webinar participants, project partners and Association of nature guides of Khibiny.

Machaon and Kola biodiversity conservation center organised

Results of this activity:

- Improved knowledge of 180+ representatives of about 50 Protected areas, 10 universities, 10 tourist companies, 20 guides, 30 CSOs from 50 RU regions how to organise courses for nature Guides and system of organisation and promotion of guides services;
- Increased capacity of CSOs – co-applicants Silver Tajga, Kola biodiversity conservation center and project beneficiary Association of nature guides of Khibiny to organise courses for guides (Activities 1.12 in Komi, 1.13 in Murmansk region), create interesting excursions and promote tourism potential of the region by unusual means (i.e. Khibiny trail, Activity 1.14.)

Resources planned to Activities 1.10 were transferred to arrangement of following activities:

1.14 Marketing, area branding and promotion

- 1.14.1 [art-symposia „Let’s gather around Chipsan“](#)
- 1.14.2 Conference „Development of auto-tourism in Protected areas of Russian North”
- 1.14.3 plan air event “Khibiny otherwise”
- 1.14.4 Khibiny trail

2.6. Meeting with representatives of Ministry of nature resources of RF and directors of RU protected areas (September 2020) and seminar in Kenozero NP for representatives of Northern protected areas, local and regional authorities and community leaders (June 2022) in order to promote project results, exchange experience in community-led rural development and influence decision-makers to include supporting rural entrepreneurship to protected areas management objectives. (Annexes: Programme and list of participants)

Activity 1.11. Award of small grants, training and consulting to entrepreneurial initiatives in Arkhangelsk oblast

This activity was the most successful and highly appreciated by all beneficiaries. The following sub-activities to support social entrepreneurship and social initiatives in Arkhangelsk oblast were implemented by KFKNP:

Nr	Title of the action	Dates	Location	Number of participants		Main results
				all participants	women	
1.11.4.	3 Trainings "Customer focus – main S	07.03.20	Arkhangelsk	15	1	Increased capacity of NPs staff (rural residents) to provide quality tourist services for visitors of 2 Nps
		08.06.20	Vershinino v.	32	4	
		09.06.20	Morschihinskaya	21	2	
	2 Trainings "Successful sales and effective communication with clients"	09.06.20	Vershinino v	12	11	Increased capacity to promote and sale services and products and to provide cultural service
		10.06.20	Morschihinskaya	9	9	
	Folklore lessons	6-8.3.20	Arkhangelsk	14	12	
1.11.4.	seminar for local people „Rural and eco-tourism cross-marketing “	26.01.21	Vershinino v	16	10	Increasing capacities of rural tourism entrepreneurs to promote their services
		27.01.21	Morshihinskaya	13	11	
	seminar for local people „Tourism services and hospitality“	25.01.21	Vershinino v	23	5	Increasing capacities of rural residents to communicate with tourists and guests
		26.01.21	Morshihinskaya	18	2	
	training for rural shop sellers	25.01.2021	Vershinino v	7	7	Improving the quality of service, training in sales of local products
1.11.3.	Mini-grants competition for KNP and O	1.2-10.3.20	Kenozero and On.Pomorie NPs	101	68	41 entrepreneurship projects for total sum €119229, 8 eco and social projects for total sum €14100 supported, mentoring support organised increased capacities to implement business projects focused on rural tourism, crafts and food processing, and projects focused on community development
1.11.3.	Mini-grants competition for KNP and OP II round	5.03 – 15.04.21		24		
1.11.1'	On-line akselerator for rural entreprene	1.4- 11.12.20		27	15	
1.11.2'	2 Seminars for local entrepreneurs –	27-28.02.21 14-17.5.21	Arkhangelsk	21	17	
1.11.4.	Computer literacy courses for residents of Kenozero villages	29-30.5.21	Vershinino v (Kenozero NP)	11		Increasing capacities of rural tourism entrepreneurs to promote their services

Furthermore, we have supported a few female entrepreneurs to [sew more than 2000 face masks](#) for most vulnerable groups for rural people (i.e. elderly), that was highly appreciated by local communities, and 8 social and environmentally-oriented projects (for 14,100 EUR, Activity 1.5.)

Programmes of seminars, list of participants are presented:

for 2020 year: in Annexes 2.2.3, documentation for grant competition in Annex 2.2.5

for 2021 year: Folder Events in Arkhangelsk region



The following 40 business initiatives were supported:

Amount, EUR	Start date	End date	Purpose of activity	Target groups/beneficiaries
Location of the action: National park Kenozero, 2020 y				
6 149 €	01.05.20	01.05.21	Smithy "Hammer and anvil" (v. Morshchinskaya, Kargopol d.)	Popov Nikolay Grigorievich
4 692 €	01.05.20	01.08.21	Kulikovs' gingerbread bakery (v. Morshchinskaya, Kargopol d.)	Kulikova Marina Nikolaevna
3 235 €	01.05.20	01.05.21	Weaving workshop "Magic of the weaving shuttle" (v. Ust-Pocha)	ANO "Kenozerskie shores"
6 445 €	01.05.20	01.08.21	Small cheese factory "Cheeses of Kenozero" (v. Vershinino)	Krehalev Alexander Sergeevich
4 232 €	01.05.20	01.08.21	Guest house "Poteryaev" (v. Pocha, Plesetsk d.)	Gubal Lyuboi Vyacheslavovna
1 793 €	01.05.20	01.05.21	Workshop for processing wild plants and other non-timber forest resources "With love from Pocha" (v. Pocha, Plesetsk d.)	Dorofeev Roman Mikhailovich
7 203 €	01.06.20	01.06.21	Ecological farm "Mezenka" (v. Morshchinskaya, Kargopol d.)	Bogolepova Tatiana Petrovna
8 917 €	01.07.20	01.07.21	7. Joiner's shop "Music of the tree" (v. Ust-Pocha, Plesetsk d.)	ANO "Kenozerskie shores"
6 908 €	15.07.20	15.07.21	Bakery "Kenozero cooperative" (v. Vershinino, Plesetsk d.)	Kenozero rural consumer society
6 991 €	01.05.20	01.06.21	Guest house "House of the miller Abramov" (v. Zekhnova, Plesetsk d.)	SP Voronov YES
3 875 €	01.05.20	01.08.20	Guest house Lavica (v. Vershinino, Plesetsk d.)	Tarasova Lidia Vasilievna
1 918 €	01.05.20	01.10.20	"Greenhouse for vegetables production" (v. Krivcovo, Plesetsk d.)	Shishkin Nikolay Mikhailovich
876 €	01.07.20	01.07.21	"Boats-lekshmozerki". Traditional wooden boat sewing, sale and rental (v. Morshchinskaya, Kargopol d.)	Self-employed Mikhnov MI
678 €	01.05.20	01.08.20	Ethnographical programme "Trail of the ancestors" (Morshchinskaya)	Antufey Egor Alexandrovich
Location of the action: National park Onega Pomorie, 2020 y				
6 242 €	01.05.20	01.12.20	Seaweed harvesting in Letna Zolotitsa" (v. Letna Zolotitsa, Primorsky)	entrepreneur Kucheryavy AG
3 895 €	01.05.20	01.08.21	Guest house "Lyamtsa foothills" (v. Lyamtsa, Onega d.)	Porokhova Marina Mikhailovna
2 806 €	01.05.20	01.05.21	Mini-poultry farm "Kukuyanochnka" (v. Pushlakhta, Primorsky d.)	Trubina Natalia Veniaminovna
992 €	01.05.20	01.12.20	Mini-pig farm "Pyatachki" (v. Letnyaya Zolotitsa, Primorsky d.)	Katorina Maria Mikhailovna
77 846 €				
Location of the action: National park Kenozero, 2021 y				
1 235 €	17.05.21	01.12.21	Project "Glaz workshop in Lekshmozer", v. Morshchinskaya, Kargopolsky d.	Elena Petrovna Nefedova
1 064 €	17.05.21	01.12.21	Project „modernization and development of the bakery "Bread is the head of everything!" the v. of Ust-Pocha, Plesetsk d.	SP Stanpakova Galina Yakovlevna
2 297 €	27.05.21	27.02.22	Ecological farm "Mezenka II" (v. Morshchinskaya, Kargopol d.)	Farmer Bogolepova Tatiana Petrovna
1 309 €	17.05.21	01.12.21	Project „production and sale of Kenozersky kvass "Live kvass" v. Vershinino, Plesetsk d.	PNPD Laznikov AA
2 297 €	17.05.21	01.12.21	Carpentry workshop „Stuzhnica" v. Vershinino, Plesetsk d.	Evseeva Anna Alexandrovna
1 337 €	17.05.21	01.12.21	Weaving studio "Osnova", v. Vershinino, Plesetsk d.	Yurieva Anna Vladimirovna
2 526 €	18.05.21	01.12.21	Small mobil cafe (v. Vershinino, Plesetsk d.)	consumer society "Vazhskoe"
8 492 €	01.04.21	01.08.21	„Post station" Tavern in Vershinino v., Plesetsk d.	Mashakova Maria Alexandrovna
697 €	24.12.20	01.08.21	Small cheese factory "Cheeses of Kenozero" (v. Vershinino, Plesetsk d.) additional equipment	Krehalev Alexander Sergeevich
Location of the action: National park Onega Pomorie				
1 716 €	28.04.21	01.12.21	Project "Souvenir shop "Gifts of Jarenga land" (v. Jarenga, Primorsky d.)	Serukhina Alexandra Leontievna
1 525 €	28.04.21	01.12.21	Project modernization of the bakery, v. Letnaya Zolotitsa, Primorsky d.	Letne-Zolotitsk Consumer Society of Primorsky d.
1 023 €	17.05.21	01.12.21	Project "Gifts of Onezhya" (processing and sale of non-wood products and products of private household plots) (Lyamtsa v., Onega region)	Prokhorova Marina Mikhailovna
692 €	01.05.21	01.12.21	Project "Small courtyard: chickens, goats, piglets" (Lopshenga v., Primorsky d.)	Ryauzova Tatiana Ivanovna
1 244 €	17.05.21	01.12.21	Project "From the threshold to the window - my path is good!" (weaving workshop). v. Purnema, Onezhsky d.	Deryabin Dmitry Anatolevich
1 260 €	17.05.21	01.12.21	Project "Wooden harbor" (arrangement of a carpentry workshop). P. Pertominsk, Primorsky d.	Marfina Katerina Ivanovna
1 918 €	17.05.21	01.12.21	Project "Lyamitskoe nadgorye" (arrangement of a guest house), v. Lyamtsa, Onezhsky d.	Victoria Shestakova
293 €	17.05.21	01.12.21	Project "Forest gifts" (processing, freezing and sale of berries, mushrooms). v. Summer Zolotitsa, Primorsky d.	Sikorsky Viktor Vasilievich
2 239 €	17.05.21	01.12.21	Project "Chicken Quartet" (arrangement of a rural poultry farm). v. Purnema, Onezhsky	Stepanova Vera Anatolyevna
1 393 €	17.05.21	01.12.21	Project Bird's yard" (broiler growing). v. Purnema, Onezhsky d.)	Stepanova Irina Viktorovna
1 378 €	17.05.21	01.12.21	Project "Guest house „Nina" (v. Lyamtsa Onezhsky d.)	Nina Anatolyevna Petukhova
1 175 €	17.05.21	01.12.21	Project „development of gastro-tourism "Pomorskaya Pauzhna" in the v. of Lyamtsa	Natalia Nesterova
3 445 €	17.05.21	01.12.21	Project modernization of the bakery "Bread to be!" the v. of Pertominsk, Primorsky	Pertomin consumer society
828 €	15.06.21	01.12.21	Project "Our daily bread, soft and tasty" v. Lyamtsa, Onezhsky d.	Petukhova Ksenia Sergeevna
41 384 €				

Description of small grants progress presented in Annex Entrepreneurs projects, and in social media <https://vk.com/club193556685>

Outputs of Activity:

39 entrepreneurial initiatives (32 start-ups and 7 existing) were supported by direct financing of 119.248 EUR, mentoring, modernisation, networking, certification and new market channels. As a result, already 8 new full-time and 59 part-time working places (66% of which for women) in remote villages were created, 27 people working in 7 SMEs improved their income (70% of which are women)

Cooperation on-line platform of small entrepreneurs and active residents of Kenozero and Onega Pomorie Nps was organised <https://vk.com/club193556685>

Main publications and reportages in mass-media

https://tvrain.ru/lite/teleshov/rossija_eto_evropa/biznes_na_sele-517052/

<https://pravdasevera.ru/2021/05/11/60b0a06ab43ef52e7c66738c.html>

[TV reportage about grant competition announce](#)

[TV reportage about grant competition results](#)

[TV reportage about project beneficiary farmer Krehalev](#)

[TV reportage about entrepreneurs projects progress](#)

article in magazine Knife about Kenozero and Northern Lights project

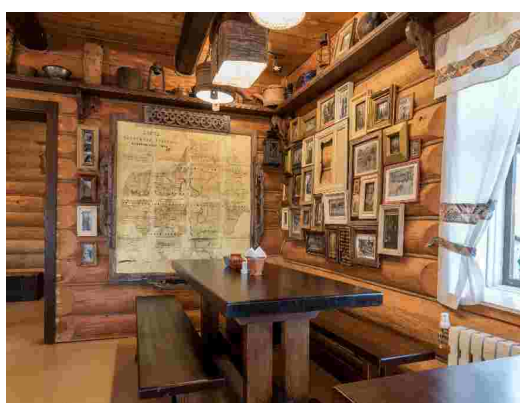
<http://www.kenozero.ru/o-parke/materialy/novosti/zhiteli-kenozerya-i-onezhskogo-pomorya-poluchat-okolo-tryekh-millionov-rublej-na-razvitie-biznesa/>

<http://www.kenozero.ru/o-parke/materialy/novosti/proekt-severnoe-siyanie-perekhodit-v-onlayn-eksperty-nachali-udalyenno-rabotat-s-selskimi-predprinim/>

<http://www.kenozero.ru/o-parke/materialy/novosti/severnoe-siyanie-zazhglos-dlya-15-proektov/>

<https://machaon.eu/the-first-15-projects-selected-for-receiving-grants/>

https://www.youtube.com/watch?fbclid=IwAR2UfZ0myjoBhv4ffCNOS_a--e1adWo1V3O--y2ymdCsvE4FGEvBTmWKqQ&v=9umyY9IZNK8&feature=youtu.be



Activity 1.12 Award of small grants, training and consulting to entrepreneurial initiatives in the Komi Republic

The following sub-activities to support selected entrepreneurs and social initiatives in Komi Republic were implemented by Silver Taiga in cooperation with ARSI:

	Title of the action	Dates	Location	Number of participants		Main results
				all participants	women	
1.12.1.	Local sessions with people in pilot villages (preparation for grant competitions)	III-IV/20	Pliluzsky and Ust-Kolomsky districts	8	5	Increased capacity of rural people to develop projects focused on aquaculture and agriculture
1.12.3.	Mini-grants competition for Komi I round	IV-VI/20	Pliluzsky and Ust-Kolomsky districts of Komi	21	12	21 entrepreneurship projects for total sum €68131 and 2 social projects for €3122 supported, mentoring support organised. 8 new working places, 7 part-time, 16 people improved incomes
	Mini-grant competition for entrepreneurs II round	III-V/21		18	9	
1.12.2.	On-line akselerator for rural entrepreneurs in Komi Republic (7 s and 40+ individual support), communication platform	June-July 2020 June 2021		35 13	21 7	
1.12.2.	Seminar on the promotion of goods and services of rural entrepreneurs on the Internet	21.01.21 07.10.21	On-line	10 11	8 5	increased capacity to use the power of social networks and marketplaces to promote goods and services
1.12.4	A training course for rural masters in the Public Workshop of the Center for Contemporary Art "Gift of Labor". https://www.silvertaiga.ru/2021/04/15/vysokie-tehn	15.04.21	Moscow	2		Improved capacities of 2 rural craftsmen Modern technologies Laser machine.
1.12.5, 1.14	Preparation for certification according to the FSC scheme of pellet production (expert work)	2020	Puzla village, Ust-Kolomsky district	13	1	opened up new opportunities for a wood processing plant for the production and export of pellets, 6 new working places created
1.12.1.	Guides school	27-28.8.20	Pliluzsky district	13	12	Increased capacity of rural residents to provide tourist services for visitors of Kojgorodsky NP, improved conditions for tourism development
	Guides school: 3 seminars	28.8, 22.10, 6.11		25	20	
	Guides school: 3 seminars	24-26.08.21		14	13	
	Guides school: webinar	14.09.21				
1.12.5.	Tourist trail „Forest and people: history of relationships“ developed	2020				
	Seminar for local entrepreneurs in tourism	03.08.21	Noshul	23	19	
TOTAL number of main events participants				206	132	

Events programmes and Lists of participants are presented in Annexes 2.3.1.(for 2020 year) and in Folder Events in Komi (for 2021 year)

Main publications about events:

<https://www.silvertaiga.ru/2021/09/09/dnevnik-grantopoluchatelja>

<https://www.silvertaiga.ru/2021/10/12/stranica-v-socsetjah-dvigatel-progressa-proektov-grantopoluchatelej-tajga-objavljaet-konkurs-grantov;>



<https://www.silvertaiga.ru/2021/06/14/sozдание-gostevyh-domov-v-priluze-i-razvitie-remesel-v-pomozdino;>

The following 13 business initiatives were supported in 2020:

Amount, EUR	Start date	End date	Purpose of activity	Target groups/beneficiaries
7 383 €	01.10.20	31.10.21	Extension of farm production and dairy cattle breeding at Burenkin House	Popova Tatyana Aleksandrovna,
3 692 €	20.07.20	31.12.20	Weaving workshop "Utok" - manufacture and sale of woven products	Mingaleva Nina Mikhailovna
3 076 €	20.07.20	31.08.21	Modernisation of a sewing workshop with new equipment and furniture	Zakharova Elena Vasilievna
1 738 €	20.07.20	31.12.20	Home-based workshop for the artistic processing of birch bark	Nikulin Oleg Vladimirovich
3 076 €	20.07.20	31.08.21	Textile shop "Ethno-style" (selling products from the existing sewing workshop)	Nikulina Anna Alexandrovna,
2 596 €	20.07.20	30.06.21	From a piece of clay to the ceramic products – a new pottery studio	MUK "Regional Center of AI and PT under the head of the MR" Priluzsky "
3 076 €	20.07.20	31.12.20	"Lovia pu" (Living wood) joinery workshop	Glukhanich Alexander
1 330 €	20.07.20	31.12.20	Home-based workshop for the manufacturing of printed fabrics	Nikulina Alexandra Nikolaevna,
3 076 €	20.07.20	31.03.21	Guest-house "Kluch"	Ignatov Maxim Andreevich
2 781 €	20.07.20	31.08.21	Modernization of the weaving studio and sale of its products at fairs	MUK "Regional Center of AI and PT under the head of the MR" Priluzsky "
2 461 €	20.07.20	31.12.20	Car repair service "Barbuchayka"	Popkovich Ruslan Valerievich
3 076 €	20.07.20	30.09.21	Blacksmith's workshop "Iskar"	Filippov Evgeny Mikhailovich
3 076 €	01.09.20	30.11.22	Sheep farm and meat processing "Vezha mu"	Ulyashev Alexey Veniaminovich,
40 437 €				

The following 9 business initiatives were supported in 2021:

3 300 €	20.07.21	31.12.21	Axis of rotation. Opening of a turning workshop in the v. of Pomozdino	Glukhanich Andrey Alexandrovich
4 593 €	20.07.21	31.12.21	Guest house Brukhovsky	Pashnina Lidia Vitalievna
5 167 €	20.07.21	31.12.21	"Purchase of a dough-forming machine for the production of bagels, loaves, baguettes"	Chipsanov Konstantin Olegovich
2 640 €	20.07.21	31.12.21	"Komi pukzhas" -komi national pastries "	Kopchenko Vera Egorovna
5 282 €	20.07.21	31.12.21	Purchase of a milk pipeline and a cooling tanker for a farm	Epov Leonid Yurievich
2 871 €	20.07.21	31.12.21	Smoked delicacies	Chukilev Andrey Ivanovich
2 640 €	20.07.21	31.05.22	Guest house "Come and rest" in the v. of Chernysh	Serdtova Ekaterina
3 300 €	20.07.21	31.12.21	Komi Pach - design and laying of stoves	Ulyashev Victor Valerievich
977 €	31.07.21	31.12.21	Opening of a knitting studio "Patterns of Verkhnyaya Vychegda	Lyakh Nina Vitalievna
30 770 €				

Unfortunately one project "Guest house Kluch" was not implemented, and grant was returned to the bank account of Silver Taiga

The analytical report about entrepreneurial projects progress with photo presented in Annex 1.12.



Furthermore, 1 folklore festival of performers on Komi folk wind instruments - a three-barreled flute was supported for 1400 EUR and held in the village of Chernysh (rural settlement Obyachevo) on the initiative of a local team of Chipsan performers.

documentation for grant competition is presented in Annexes 2.3.3 / 2020 (in 2021 similar)

Outputs of Activity:

21 entrepreneurial initiatives (10 start-ups and 11 existing) were supported by direct financing of EUR, mentoring, modernization, networking, and new market channels. As a result, already 3 new full-time and 11 part-time working places (64% of which for women) in remote villages were created, 20 people working in 11 SMEs improved their income (55% of which are women);

Certification of according to the FSC scheme of pellet production (expert work) opened up new opportunities for a wood processing plant for the production and export of pellets, 12 people improved incomes, 6 new working places created in pellet production.

21 people (including 13 women) increased capacity to use the power of social networks and marketplaces to promote goods and services.

2 craft-masters improved knowledges and technologies

Cooperation platform of craft-masters of Pomozdino organised https://vk.com/dom_remesla_pomozdino

Festival arrangement contributed to the preservation of folk musical culture, as well as pass from generation to generation the skill of making folk musical instruments, which is important for uniting the local community and maintaining the connection between generations.

Increased capacity of 12 rural residents to provide tourist services for visitors of Kojgorodsky NP, improved conditions for tourism development.

Main publications:

<https://machaon.eu/13-entrepreneurial-projects-to-receive-grants-in-the-komi-republic/>

<http://www.silvertaiga.ru/2021/01/14/dlja-evropejskogo-potrebitelja-i-vo-blSo-verhnevychegodskih-selchan/>

http://www.silvertaiga.ru/severnoe_sijanie/

<https://www.silvertaiga.ru/2021/04/19/nachalsja-priem-zajavok-na-vtoroj-jetap-grantovogo-konkursa-po-proektu-severnoe-sijanie>

<https://www.silvertaiga.ru/2021/06/28/komi-pach-uzory-verhnej-vychegdy-i-nikolskaja-jarmarka/>



Activity 1.13. Award of small grants, training and consultations for entrepreneurial initiatives in the Murmansk region**Activity 1.13.2, 1.13.3. Assistance and financial support to create the School of Nature Guides**

Association for Nature Conservation Machaon International and the NGO "Association of guides of nature tourism" (one of the beneficiaries of the small grants programme in the Murmansk region) signed a contract with the total amount of 41,600 EUR (sub-grant) resulting from a series of consultations with specialists of Kola Biodiversity Conservation Center (KBCC) and Club of friends of Kenozero NP. The sub-grant was planned as financial support for the activities during a period of 3 years for the Association of guides of nature tourism for the creation of the School of Nature Guides, including development of training and resource materials, creation of on-line educational platform, purchasing necessary equipment and organisation of 2 on-site trainings for 40 guides, creation of the system of employment support for at least for 10 local guides in the region of NP Khibiny.

During 2020 and in the beginning of 2021 four [high-quality international webinars](#) (Activity 1.10) and more than 20 on-line and on-site meetings of representatives of Machaon, Guides association, KBCC were organised. Thanks to the project, the Guides Association formed a team of trainers for the School of Nature Guides and prepared cooperation agreements with Kola scientific centre and individual trainers. Preliminary programme of course modules was developed, several expeditions for the purpose of training and examination tourist routes were organised. As the benchmark for nature guides (training and organisation of their work) we used the experience of our associated partner Gesause NP (Austria) and the programme "Wilderness guides" from the NP Sumava (Czech Republic). Gesause NP provided for the purpose Certified Training Programme "Austrian NP Ranger" (Course and Exam Regulations) which we translated into Russian language (Annex 2.4./2020). It was used as the best practice for the development of the training programme and organisation of exams for local guides and adopted to Russian conditions.



However, the implementation of activities under the above-mentioned contract in the Murmansk region became complicated due to a number of obstacles such as the COVID-19 pandemic (force majeure), complications with legislation in Russia (law about foreign agents), refusal of the Guides Association to follow the visibility rules of EU Commission and ensuing difference in points of view and approaches how to further implement the project activities. Therefore, Machaon International and the Guides Association agreed to terminate the contract in March 2021. On April 2021 the Guides Association returned 9,582 EUR to the bank account of Machaon International. The Guides Association organised [its guide courses](#) for 18 people from June 28 until July 9 2021 using its own funds. All other expenses of the courses were covered by Association itself or course participants. For these courses, training materials developed in the framework of the contract were applied (hence, funds covered from the project grant in the amount 2,018 EUR) <https://vk.com/russianschoolguides>.

Changes of activities:

The planned grants of 22,982 EUR for creation of School of Nature Guides in the Murmansk region and of 6,000 EUR for the event "International Festival of Nature Guides" were not used at the end because of changed circumstances. Instead, the funds were transferred to a mini-grant fund for entrepreneurial and social projects in the Arkhangelsk region and the Republic of Komi and allocated for activities aimed at more successful generation of income and working places. The project team will provide support to trained guides by promotion of their services through new-created web-platform and assistance with development of nature tours to Khibiny.

Results of activities

Quality expert support for developing programmes and training modules for the Khibiny School of Nature Guides were provided; Khibiny School of Nature Guides established and operating without the project support: first courses for 18 people organised, online platform of School of Nature Guides <http://khibinypark.ru/>, online co-operation platform for local guides and stakeholders established <https://vk.com/russianschoolguides>.

Activity 13.1.1. Development of local structure “Partners of Khibiny”

This block of activities was inspired by another project from the associated partner Gesause NP. Gesause NP together with its partners from business, sport and cultural sectors are well known in Europe by their creative approaches to sustainable development within the Gesause region. <https://partner.gesaeuse.at/die-partner-2/>

The leading idea of creation of the structure “Partners of Khibiny” is to support ecologically-oriented small business companies, sport and cultural institutions operating in tourism and related sectors via improvement of the quality of their services and introduction of innovation marketing instruments (cross-marketing, joint branding, promotion through web-platform and social media, etc.).

The following activities were implemented:

From 6 to 10 December 2020, [several on-site meetings](#) of the project manager Svetlana Belova with local stakeholders (regional authority, administration of the national park Khibiny, Kola scientific centre, Association of guides of nature tourism, tourism companies) was organised in the Murmansk region in order to present the project and discuss possible cooperation for its implementation. In addition, the project team agreed to cooperate with Ecocentre “Zapovedniks” for the development of programme of ecological tourism development for Khibiny national park.

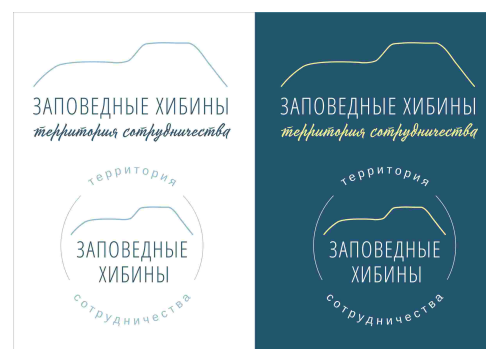
Kola biodiversity conservation centre organised public presentation of the project on March, 2021 and several meetings and discussed the idea of creation LS “Khibiny partners” with representatives of business, sport, scientific and cultural sectors and identified their interests (more effective marketing) and presented possible directions of partnership (they agreed to use ecologically-sound practices beyond business-as-usual, to promote protected areas, etc.). For example, it is highly necessary to provide support to guides after the training with organisation of their further employment, helping them with the development and promotion of excursions, tours and programmes (for tourist season) as well supervising the quality control of their work. Otherwise, it often happens that a trained guide cannot find a suitable job or independently promote own tours and services, and the efforts and resources spent for training can be wasted.

KBCC in cooperation with [PR agency “Forest”](#) developed brand-book for the Khibiny national park and LS Partners of Khibiny (Annex 1.14/folder Events in the Murmansk region), collected quality photo-content and created text content for the web-platform Protected Khibiny.

Results

The conception of LS “Partners of Khibiny” presented and discussed with potential members. 15 representatives of tourism, sport, scientific and cultural sectors are ready to participate in LS “Partners of Khibiny”

The basis for marketing of LS “Partners of Khibiny” established: web-platform <https://zapovednyekhibiny.ru/>, brand-book (Annex 1.14/Events in Murmansk region)



Activities 1.13.2., 1.13.3., 1.14. Supporting souvenirs production and promotion in Murmansk region

During the process of project development we planned to provide small grants for total sum 5000 EUR for local souvenir and handicrafts producers for development of new lines of eco-souvenirs. However, a study of the situation and interviews with the masters showed that this amount is very small to start new lines of souvenirs by several masters (new equipment is too expensive).

On April 9, 2021 Machaon International organised [webinar Areas of Inspiration](#) and inspired KBCC and its partners how to support production of unique souvenirs and attract attention of wide audience to unique nature of Khibiny by involving artists to cooperation.

On August 10-15, 2021 KBCC in cooperation with Machaon International organised a low-cost [plain air event "Khibiny otherwise"](#). 8 artists on volunteer basis created more than 70 art-works in Khibiny national park during this plain air event. The mobile art-exhibition showcasing the beauty and fragility of the Khibiny nature was presented in the ArtArcticLoft gallery and in the Polar botanical garden.



The project beneficiary and member of LS "Partners of Khibiny" creative center ArtArcticLoft used art-works as the inspiration for the creation of nice shopping bags and T-shirts depicting plants, Khibiny landscapes and natural patterns and confirmed that these souvenirs are in high demand from visitors. The art-works produced will be further used by ArtArcticLoft gallery for the development of new lines of souvenirs. The souvenirs will be sale as by gallery itself as well through network of "Partners of Khibiny".

Main publications

https://machaon.eu/ru/khibiny_plener/

<https://www.mvestnik.ru/culture/kardiogramma-vostorga/>



Activities 1.14. Marketing, area branding and promotion of 8 micro-regions and its products

Due to remoteness of project area and long distance to potential markets all entrepreneurs need support in marketing, promotion and organisation of sales of their production and services to be sustainable in long-term. Project team already made great efforts in order to improve as horizontal networking between entrepreneurs (cross-sales) as well assist them to achieve new markets through on-line promotion instruments, and organisation of .

The following planned marketing activities were implemented:

The brand-book for Khibiny national park and Khibiny partners was developed (Folder Events in Murmansk)

Web-platform of Partners of Khibiny network <https://zapovednyekhibiny.ru/>

[Web-page of Partners of Kenozero NP network](#)

e-shop in Instagram @kenozeroStore

communication platforms in social media V Kontakte:

for Arkhangelsk region <https://vk.com/club193556685>,

for Komi republic <https://vk.com/club195695687>,

for Murmansk region <https://vk.com/russianschoolguides>

Packaging design for several products lines was developed

[Test-tour for 12 tour-operators in Kenozero NP](#) (in-kind contribution, programme and List of participants in Folder Events in Arkhangelsk region)

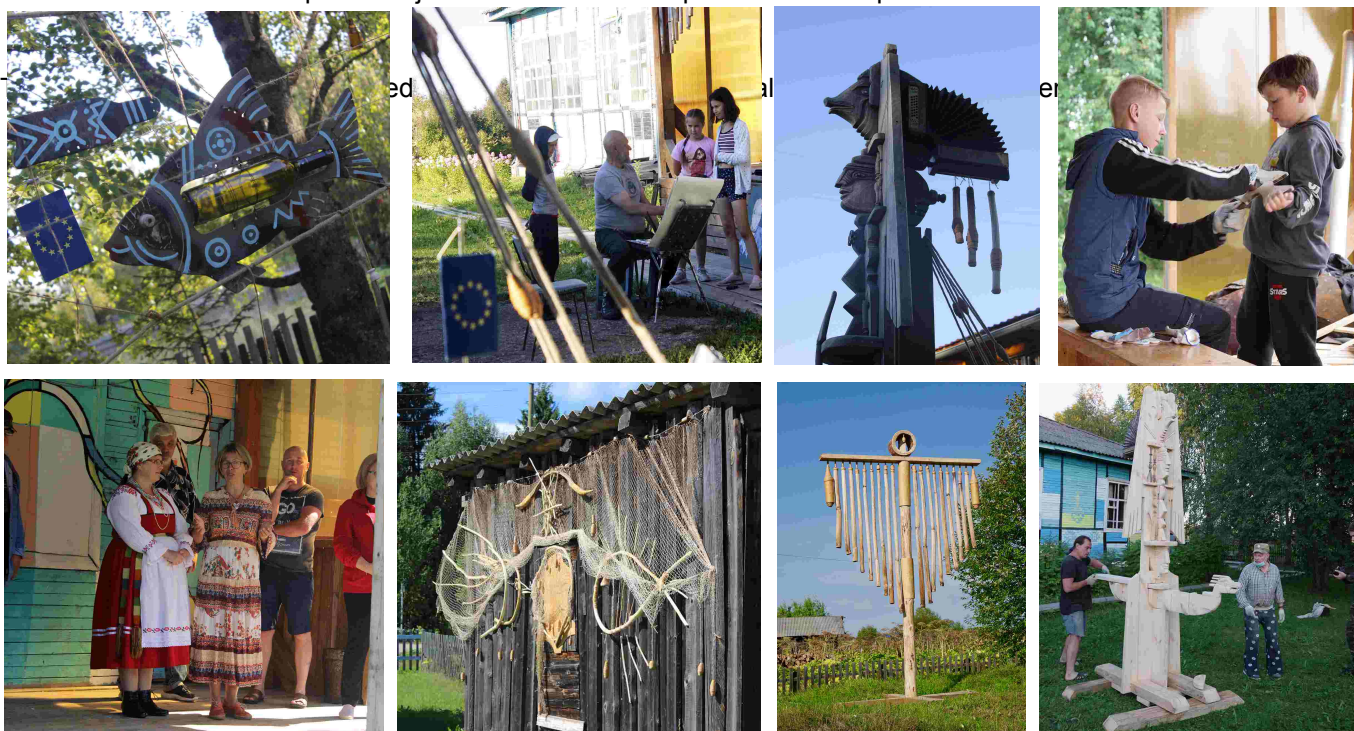
The services of entrepreneurs (i.e. excursions, master-classes, accommodation and gastronomy services) in Kenozero and Onega Pomorie national parks were included to tour packages, the production distributed through 9 info-centres with shops of 2 NPs and 1 LS, 7 local shops, 4 local cafes, e-shop @kenozeroStore.

In addition, the following new PR and marketing activities were implemented using funds planned for Activity 1.10. Organisation of Study-tour "Wilderness guides"

1.14.1. Art-symposium „Let's gather around Chipsan“ Village Chernysh, July, 30-August, 7, 2021

Art-symposia was organised by Machaon International in cooperation with Silver Taiga and LS Objachevo. The logic of art-events was presented to partners and discussed during webinar „Areas of Inspiration“ on April, 9 and further on-line meetings. 6 artists were selected through open-call competition.

In the period from July 30 to August 7, 2021 for the first time an International land-art symposium took place in the picturesque village of Chernysh. In a time of 8 days 5 artists under the artistic supervision by Mikhail Beketov created more than 10 unique art objects as a new form to promote the uniqueness of the area.



Results:

artists bring new impulses for development and enhanced local life in village Chernysh;

aspirations and creativity of 15 young people living in Chernysh waked up;

created art objects enriched the space, visibility of Chernysh by attractive way of image-making was improved;

improved capacity of 5 LS members (all are female) to organise socially-oriented art-events in future and increase capacity to promote tourist destinations in creative and innovative way;

united local people and increased their pride of living in the village



Invitation for artists and programme of art-symposium presented in Folder Events in Komi.

Main publication: https://machaon.eu/ru/chipsan_symposium/

1.14.2. Conference „Development of auto-tourism in Protected areas of Russian North”

In order to promote Kenozero tourist destination to new auditory of auto-tourists and tour-operators and motivate representatives of state and regional authorities to support the creation of transport infrastructure project supported organisation of part of conference programme in Kenozero National Park. As the result, the agreement about construction of new signs in federal roadway and maintenance of selected local roads was made, and representatives if State and regional authorities, touroperators were informed about tourism potential of Kenozero.



1.14.3. plan air event “Khibiny otherwise” described in p. 1.13.

1.14.4. Khibiny Trail

KBCC started to promote the eco-tourism potential of Khibiny to wider audiences throughout supporting a sport event entitled Khibiny Trail by using minimum resources of the project. The existent event was used for an innovative approach to promote Khibiny to sportsmen during the process of preparation and arrangement of the Trail: 356 sportsmen got information about Khibiny national park, more than 2 000 people were reached through social networks (hashtag #ХибиныНашПарк) and trail (1000 + visitors). In 2022, we plan to promote the services of participants of LS “Partners of Khibiny” throughout another edition of the Khibiny Trail and the Festival “Polar day”.



Activity 2.3 Webinars “Local initiatives as instrument of socio-economic development in rural areas”

Webinars were organised by ARSI and Machaon to disseminate project know-how to other local CSOs and other community leaders throughout Russia. The format of distance learning is very effective and cheap and helps to involve many people from other Russian regions. The following webinars were organised:

Title of the action	Dates	Responsible partner	Number of participants		views on Youtube
			all participants	Women-participants	
Initiative budgeting. Opportunities for rural development	19.12.19	ARSI	166	94	255
Voluntary area councils in rural tourism	23.04.20	ARSI	132	104	206
Using the mechanism of self-employment in rural areas	11.03.20	ARSI	166	135	191
Promotion of products and services in social networks. Personal experience of a successful entrepreneur in working on Instagram	29.04.20	ARSI	176	110	142
1.4. Local action groups as driving force for rural development	22.05.20	Machaon, ARSI	250	180	205
Specificity of classification of accommodation facilities in rural tourism .	16.06.20	ARSI	142	112	163
Environmental education and public outreach in E	19.06.20	Machaon	165	123	
Stories as a way to make clients fall in love storytelling for rural tourism	30.06.20	ARSI	104	81	83
TOTAL number of on-line events participants			1301	939	1245

On April 9, 2021 Machaon International organised international [webinar](#) *Areas of Inspiration* with 96 participants and shared innovative experience how to organise art-events with strong social aspect and effect to promotion of tourist destinations and local products. The following innovative approaches and new principles of art events organisation in rural areas were presented:

- ✓ all events organised in a manner that allows artists not only perceive the surrounding nature, but also delve into local culture and community life. It entails interaction with communities;
- ✓ youth actively involved in participatory creative process (through master-classes, volunteering, etc.);
- ✓ art-objects and paintings created will be further used for the promotion of tourist destinations



Outputs:

Participants have learned new approaches to rural area development, i.e. rural tourism, LS experience of the European colleagues and of the Russian territorial area councils (unions with lot of similarities to LSs), about promotion and marketing, and innovative fundraising opportunities for rural areas. They're already using the new knowledge and contacts with experts and colleagues from other regions in their everyday work to improve life at their municipalities.

Project partners developed own proposals how to promote a tourist destinations, local services and products in an innovative and effective way and to improve the quality of life of people living in northern villages and cooperation between members of LS.

2 art-events were organised by KBCC and Silver Taiga in cooperation with Machaon International (Activity 1.14), and further 3 art-events are planned to 2022

Activity 2.6 Regular work with decision-makers at national, regional and local levels

2.6.1. Development of cooperation with decision-makers at national, regional and local levels

The work was the regular part of project team day-to-day work during the whole period of project implementation at local, regional and state levels.

The local co-ordinators played a major role in the similar work with their regional ministries and associations, as well as with the municipal authorities of 6 micro-regions.

Machaon International had established cooperation with the State Agency of Strategic Development and shared information about LEADER programme and National Park partner network programme to the audience of Russian Protected areas and CSOs through common webinars and sharing methodological materials. Project manager Svetlana Belova presented the project to participants of Travel exhibition Leisure in Moscow and decision-makers on September, 7, 2021, promoted the tourism potential of pilot areas to tour-operators and highlighted approach of development of partnership of protected areas with local entrepreneurs and communities for sustainable rural development to representatives of Ministry of nature resources and Ministry of tourism (Information about event is [here](#))

Thanks work of ARSI with decision-makers at the national level, importance of rural tourism has been highlighted as a crucial driver for local development and acknowledged as the strategic direction for Russia: a positive response was received from the Government of the Russian Federation for the draft of a law amendment developed by the members of the State Duma which should extend the federal law No. 132-FZ adopted on 24 November 1996 'The framework for tourism activities in the Russian Federation' with new provisions for rural tourism (agrotourism). Furthermore, rural tourism activities exemplified in the project will be included in the 'Comprehensive Programme for the Development of Rural Areas' and in materials of Federal Tourism Agency and the Ministry of Agriculture of the Russian Federation.

Thanks work of Silver Tajga, the Ust-Kulomsky and Priluzsky districts of the Komi Republic are identified as pilot districts for Republican authorities programme to support a rural entrepreneurship. Representatives of the Public Council under the Head of Komi participated in the strategic sessions held as part of the Northern Lights in rural micro-territories in May 2021. The Council under the Head of the Republic has not yet determined specific mechanisms for financial support for the development of rural areas, but there is hope that further partnership with the Council for the Development of Rural Territories will contribute to the emergence of new, regional, sources of funding for public and business initiatives aimed at developing project micro-territories.

Arkhangelsk regional government provided financial and organisational support for two seminars "10 steps to the successful project" and nominated KFKNP as socially-important resource centre supporting social entrepreneurship. It is mean that KFKNP will get access to the funding of socially-important projects from regional budget. In 2020, the KFKNP was included to the register of non-profit organizations - executors of socially useful services of the Ministry of Justice of Russia.

2.6.2. Sharing project experience and know-how in the development of partnership between protected areas, local entrepreneurs and communities for sustainable rural development to managers of protected areas (PAs) and affiliated CSOs

When comparing the participating micro-regions, Kenozero area is most advanced from all. Kenozero National Park administration and affiliated CSO Kenozero friends has started to adopt many world-class approaches (including LEADER) is keen to create a platform to unite all local structures on its territory and provide them with support to be more proactive in local development. The strategies of micro-regions developing are in interrelation with management-plan of Kenozero NP.

The ideas of the project stirred a great deal of interest in other protected areas (national parks, nature reserves) and affiliated CSOs. These stakeholders are very important target group for dissemination of project experience and know-how, because they often act as the main driving force in rural development in Northern regions. The support of rural development is one of the management-objectives of protected areas, however just few PAs are successful in this field. In order to share novel instruments how to improve livelihoods for citizens living in Kenozero national park the seminar for 30 PA managers and representatives of Ministry of Nature resources of RF was organised in Kenozero NP on September 7-11, 2021 (Programme and participants lists are presented in Annexes 2.6.)

Please explain any problems which have arisen and how they have been addressed

The main challenges and complications of the 1st and 2nd years of the project implementation are:

The impossibility of flights from Europe to Russia and vice versa

Transfer the EU experience in rural development to Russian partners was complicated: 2 planned study-tours, 3 experts' and several project managers' visits to Russia were not arranged and postponed to 2022. Preliminary agreement about study-tour organisation was achieved with Hungarian partners of Machaon Int. (Hungary accepted vaccine Sputnik)

Restrictions on domestic flights and organisation of mass events in Russia

Festival of traditional knowledge in Kenozero National Park, and several trainings in 3 regions we were not able to organise in onsite format as planned (it was responsibility of ARSI). This led to transfer of several trainings to online format, and significantly increased scale of work of local coordinators and technical assistants in the Arkhangelsk region and in the Republic of Komi, because they needed to work individually with rural people in order to support them in business-projects planning and implementation. This situation does not affect the expected results of the action (i.e. impact, outcomes, outputs).

In addition, we did not plan enough for the salary of accountants (in addition to reporting and accounting work planned, they must check financial documents of 40+ rural entrepreneurs and 15+ grassroots CSOs for a total sum 240 000 EUR, and train rural people in accounting and reporting rules - this is the huge unexpected work).

So we plan to transfer part of the sum planned for the salary of the coordinator from ARSI which was not able to travel to Arkhangelsk and Murmansk regions and organise 10+ events and per diems to the salary of local coordinators and Communication&visibility specialist and training for Lss "10 Steps to successful project".

Expenditures	Budget as per contract				allowed reallocation
	Unit	# of units	Unit rate (EUR)	Costs (in EUR)	
1. Human Resources					
1.1 Salaries (gross amounts, local staff)					
1.1.1 Technical					
Regional coordinator/ ARSI /RU / (50%)	per month	18	1500	27000	-18000
Coordinator/Arkhangelsk/ RU (40%)	per month	14,4	1100	15840	8000
Coordinator/Komi Republic/ RU (30%)	per month	10,8	1100	11880	5000
Coordinator/Murmansk / RU (30%)	per month	10,8	1200	12960	-3000
Communication#visibility specialist/ Komi				0	4800
1.1.2 Administrative/Support staff					
Technical assistant/local CSOs	per day	200	30	6000	5100
Accountants/4 local CSOs	per day	120	60	7200	8800
1.3 Per diems for missions/travel ⁵					
1.3.1 Abroad/staff from SK, AU, CZ to RU	per diem	160	70	11200	-4000
1.3.1 Local/staff from SK to AU, CZ, HU	per diem	20	70	1400	
staff from RU to local areas	per diem	170	70	11900	-4000
1.3.2 Local staff / field visits, training, fairs, etc.	per diem	400	20	8000	-4000
1.3.3 Seminar/conference participants					
Inception meetings	per diem	45	75	3375	-1200
Study tour to CZ and AU	per diem	119	75	8925	1000
Study tour to HU and SK	per diem	96	70	6720	1500
Study tour to AU, DE/ Art-symposia, conference, meeting	per diem	112	80	8960	-2500
10 steps – training in Kenozero NP/50 pers, 4 days x3	per diem	200	25	5000	2500,0

In addition, several small transfers were made in BL 2, 4, 5, 6 (between separate positions in the framework of one BL), all transfers indicated in Interim financial report. This situation does not affect the expected results of the action. For example we agreed cheaper price for the project audit, because we changed auditor from EU Company to Russian company, so auditor will not travel from EU to Russia and spend money for travelling. ROM monitoring was organised in on-line format, so we did not spend money for travel. We will arrange 2 study-tours instead 3 planned, so economy 1000 EUR we transferred to translation of web-sites to English.

The list of on-site events have to be postponed to 2022 after the COVID 19 pandemic subsides:

	Title of events	planned dates		upgraded dates	location
1.3.	Study-tour to CZ and AT	15.10.20	21.10.20	01.09.2022	CZ, Slovakia, Austria
1.8.'	Festival of traditional knowledge	03.07.20	10.07.20	July 2022	Russia, KNP

Risks that might have jeopardised the realisation of activities and explanation how they have been tackled

The main risk is the long-term continuation of COVID19 pandemic and it must be noted that the relevance of the project in conditions when small businesses are most vulnerable due to quarantine measures will only increase. Therefore, we considered it important to continue work, but we understand that the deadlines for the implementation of what is planned in individual cases may shift depending on the epidemiological situation. Our main limitations and postponed events were described above.

All partners wish to continue with the project, even if the situation with coronavirus in Russia will worsen, i.e. lockdown scenario, and we will be forced to suspend all activities for at least six months, i.e. need to prolong the project. After the epidemic subsides, we feel the project will be even more relevant as it was when it was prepared as the effects of the COVID19 will affect the remote regions of our project economically as well and the project support will be of high need. In the meantime, we wish to do things which can be done by home office approach and support vulnerable groups depending on the situation. For example, we already should to transfer part of responsibility and finances from ARSI and Machaon to local coordinators from Komi and Arkhangelsk, because pandemic made us refuse to hold mass events and work with people individually on the ground. In this situation, funds planned for travel of experts and partners in 2020.

According the ROM monitoring, the risk is long-term sustainability of local structures and businesses initiatives supported by the project. Based on the recommendations from the ROM mission the project team should make more efforts to improve the sustainability of local structures and entrepreneurial initiatives supported by the project. It should include joint initiatives with LAGs and other structures in the regions of Russia as well as fundraising, better marketing, promotion and improved organisation of sales of production and services. In line with the recommendations the project team organised several meetings, upgraded the action plan and added the following interrelated innovative activities:

- Integration of local structures operating at the level of micro-regional level to wider regional-level network supported by four national parks which have sustainable development of their territories among long-term management objectives;
- Assistance to local entrepreneurs to reach new markets by innovative marketing means suitable for remote areas which also contribute to improved cooperation between local structures, to better capacity to organise promotional events, and enrich the cultural and social environment in villages;
- Productive exchange of experience and improved networking with LSs, protected areas and affiliated CSOs from other regions, and joining efforts with them in fundraising and lobbying of support of sustainable rural development from the state.

Work packages 1 and 3 Regional and inter-regional networking

Title of the event	Location	purpose of the event	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)
Local structures networking events						
Conference of local structures „Winter meetings“ (accommodation, meals, transport, programme) for 80 pers/2 days	village Vershinino (Kenozero National Park)	Improvement of networking between local structures in 4 districts in Arkhangelsk region, increasing their influence to decision-makers, discussion of strategies of microregions and their relations with management-objectives of 2 national parks.	per/day	160	20	3200
Common development of cooperative tours and events – all partners in cooperation with four national parks						
Study-tour for LS, LRAs, Pas from Northern regions 30 pers/4 days	Kenozero NP	Know-how exchange (work with LS „on the ground“), improve networking. Improve capacity of Kojgorodsky NP and Khibiny NP to support sustainable development of remote regions	per/day	120	20	2400
TOTAL for LS networking events (from contingency reserve)						5600

Work package 2 Improvement of marketing

Due to remoteness of the project area and long distance to potential markets all entrepreneurs need support in marketing, promotion and organisation of sales of their production and services to be sustainable in long-term. The project team already made great efforts in order to improve horizontal networking among entrepreneurs (cross-sales) as well as to assist them in reaching new markets through on-line promotion and novel communication instruments.

Following the ROM mission recommendations we decided to make more efforts in marketing and to arrange suitable PR and cultural events (e.g. test and press-tours, fairs, folklore festivals, art-symposia) which promote tourist destinations, local services and products in an innovative and effective way and which improve the quality of life of people living in northern villages. For local structures, authorities and national parks PR and cultural events serve as important networking instruments, too. In addition, through PR and cultural events we could demonstrate success of entrepreneurial, social and cultural projects to decision-makers and ask them for further support.

We propose to arrange the proposed events based on best practices and know-how from Machaon International, MAS Straznicko and Club of Friends of Kenozero NP gained through organisation of art-events, fairs, festivals in rural areas in the Slovak and Czech Republics, Russia, Kazakhstan and Ukraine in the framework of other EU-supported projects, i.e. „Areas of Inspiration“ and „KenArt-European cultural bridge“. The later project was nominated in 2010 by EU Commission as one of the best EU-Russia cooperation projects in the sphere of culture. All events will be organised in a low-cost manner and with the aim to achieve the replication effect in the long term. For each event we plan to invite professional photographers in order to prepare high-quality photos for further promotion of events, tourist destinations and souvenir production.

In addition, in the framework of all events we intend to train rural entrepreneurs, to increase quality standards, and to promote products and services of the entrepreneurs who share values of national parks through outdoor visual signs „Partner of national park“ and related banners.

Title of the event	Location	purpose of the event	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)
Uspen Fair (80+ participants, 300+ guests), craft accelerator (50 + participants)	Kenozero NP	Building capacity of rural CSOs to organise community-based cultural events in villages and use the potencial of creative sector for development of art-expositions and promotion of tourism potential				5000
Plain air, fair and folklore event «Picturesque Sounds of Parma»	Tarachevo, Komi					3000
Art-symposia, fair and folklore event „Noshul – area of inspiration“	Noshul, Komi					2800
Plain air „Khibiny overwise“, exhibition with fair, networking event for Partners of NP	Khibiny NP					1400
PR event in the framework of Khibiny train and Festival Polar day	Khibiny NP	PR of national park and NP partners products and services				1735
Test-tour for tour-operators 10 pers/5 days (accommodation, meals, master-classes, excursions, transport)	Kenozero NP	promotion of services of entrepreneurs to tour-operators, capacity-building for rural entrepreneurs, development of common tourism products and services (improvement of networking between entrepreneurs, local structures)	per/day	50	65	3250
Press-tour for journalists 8 pers/4 days			per/day	32	65	2080
4 Test-tours for tour-operators (each 5 pers/2 days (accommodation, meals, master-classes, excursions, transport)	Komi		per/day	40	65	2600
PR publications	all	Improvement of cross-marketing and networking, promotion of quality services and products of Partners of Nps				1500
Development of banners and signs „Partner of the National park“	all		per idem	60	40	2400
TOTAL for LS marketing events (from contingency reserve)						25765

2.3. Logframe matrix updated

	Result chain	Indicator	Baseline (value & 2019)	Target (12 & 2022)	Current value (12/2021)	Source of verification	Assumptions
Impact (Overall objective)	Inclusive and sustainable rural development in less developed rural areas.	GDP at the region level, the number of new (including women led) businesses, and the number of modernised enterprises. Women-led Russian CSOs able to build rural community capacity and stimulate social innovation, entrepreneurship and introduce multi-level governance using innovative for Russia community-led local development (CLLD) approach.	60 women-led CSOs working in remote rural areas focus mainly on social or ecological short-term projects and not able to provide support to businesses initiatives. Rural residents are passive and not involved in local governance, they lack experience, vision, leadership and co-operation. Municipal, local and regional authorities often lack own institutional and professional capacities to solve problems in rural areas. Participatory governance is not developed (with rare exceptions at some areas).	Strengthened social entrepreneurship and activities in remote rural areas in 3 regions. Methodological approach CLLD tested and adapted to Russian conditions, training, informational materials widely promoted and used by other CSOs, local and regional authorities. Min. 3 good practices in participatory governance tested and be replicated. Min. 8 cases of local area development, based on environmental considerations applied.	62 entrepreneurial initiatives (43 start-ups and 19 existing) were supported, 11 new full-time and 67 part-time working places (65% of which for women) were created, 47 people working in 19 SMEs improved their income (64% of which are women); 7 LSs formed, trained and started to mobilize local stakeholders and resources (more than 80000 EUR) for rural business and social activism development using CLLD approach 60+ women-led CSOs trained and increased capacities to support SRD, their networking relationships and influence to policy-making Improved	Official reports of project partners and statistics Media coverage Training and webinars materials, lists of participants Webinars recording, statistics of their views on Youtube List of small grants beneficiaries. 3 networking groups of beneficiaries in social media vkontakte demonstrating business and social projects progress Interviews with rural people, LRAs	<i>Not applicable</i>
Outcome (s) (Specific objective(s))	1. Local entrepreneurial initiatives in tourism and small scale production are operational and supportive to rural resident's (first of all women's) income generation.	1.1.New jobs or seasonal employment in social and environmental y-oriented enterprises (70 % for women, 30% for men). 1.2.System of long-term support of social entrepreneurs hip is in place	<u>4 microregions of Arkhangelsk oblast</u> : 45 entrepreneurs and four SMEs in tourism or slow-food are not operating sustainable. <u>Two micro-regions of Komi</u> 22 entrepreneurs, 4 SMEs in eco-tourism and slow-food do not operate on	<u>4 microregions of Arkhangelsk oblast</u> : 12 SMEs established or modernised, 12 new permanent jobs (10 for women and 2 for men), seasonal income for 30 p. <u>2 micro-regions of Komi</u> 7 SMEs established, 4 new jobs for	<u>4 micro-regions of Arkhangelsk oblast</u> 39 entrepreneurial initiatives (32 start-ups and 7 existing) were supported 8 new full-time and 59 part-time working places (66% of which for women) created, 27 people working in 7 SMEs improved their income (70% of which are women); <u>2 micro-regions of Komi</u> 21 entrepreneurial	Photo of new production and services on the 2 web-platforms, 3 social media groups, reports of local CSOs about business-projects progress Working books of	due pandemic the number of tourists and incomes were less as expected Due low about foreign agents Guides school were arranged using another sources of financing We assume transport logistic will be organised

	Result chain	Indicator	Baseline (value & 2019)	Target (12 & 2022)	Current value (12/2021)	Source of verification	Assumptions
		in remote areas (80 % rural, 20 % small towns) in marketing, promotion, networking and fundraising (coordinated by local structures and/or national parks)	<p>sustainable basis.</p> <p><u>Two micro-regions in Murmansk</u></p> <p>20 local SMEs in eco-tourism are not sustainable.</p> <p>Local residents have limited possibilities to earn from tourism and other types of pro-biodiversity business.</p>	<p>women, seasonal income for 25 p (60 % women).</p> <p><u>2 micro-regions in Murmansk</u></p> <p>Wilderness guides school (1 women employed).</p> <p><u>For all 3 regions:</u></p> <p>New market channels and networking opportunities for 50+ SMEs, 30+ entrepreneurs (guides, etc):</p> <p>12 info-centres with shops of 3 NPs and 1 Local structure, 15 local shops, distribution to 5 local cafes, 8 shops in 3 cities, 3 web-platforms and 3 NP partners network for promotion of local products, services, tours, events.</p>	<p>initiatives (10 start-ups and 11 existing) were supported by direct financing of EUR, mentoring, modernization, networking, and new market channels. As a result, already 3 new full-time and 11 part-time working places (64% of which for women) in remote villages were created, 20 people working in 11 SMEs improved their income (55% of which are women); <u>Murmansk region</u></p> <p>Guides school operating</p> <p>All regions</p> <p>New market channels and networking opportunities for 50+ SMEs and entrepreneurs:</p> <p>9 info-centres with shops of 2 NPs and 1 LS, 7 local shops, distribution to 4 local cafes, e-shop</p> <p>2 web-platforms and 3 groups in social media</p>	<p>grant programme beneficiaries (including Business-plans)</p> <p>Documentation of two rounds of grant competitions</p> <p>Media coverage</p>	<p>well</p> <p>Changes in legislation could be not in favour of entrepreneurs. This risk is addressed by training existing and new entrepreneurs, so they can understand legal and normative conditions better</p> <p>We assume cities and rural residents will buy new-created products and tourist services, and marketing company will be effective, so new-created businesses will be sustainable</p>
	2. Strengthened position of CSOs in policy making on cross-sector approaches in rural development.	<p>2.1. Number of policies advocated and promoted by women-led CSOs</p> <p>2.2. Participation of women-led CSOs in state programmes for SRD and increased level of funding</p> <p>2.3. Environmental aspects are integrated in the promoted social entrepreneurship and the local development agenda.</p>	<p>Lack of experience and mechanisms to participate in governance</p> <p>Lack of access to state, regional funding under state programmes</p>	<p>Low level of capacity of women-led CSOs, local stakeholders and entrepreneurs to access existing state or regional programmes focused on rural development, entrepreneurship support.</p> <p>Local stakeholders and residents are not able to participate in these programmes due to lack of capacities.</p>	<p>3 Women-led CSOs and 18 micro-regional (2 NGOs, 7 LSs and VACs) trained and started to mobilise local stakeholders and resources for rural business and social activism development.</p> <p>Increased awareness and financial support from regional government and presidential fund</p> <p>60+ women-led CSOs trained and increased capacities to support SRD, their networking relationships and influence to policy-making Improved</p>	<p>Evidence of financial, organizational and political support from regional government, Presidential fund and other donors</p> <p>Evidence of including 2 districts of Komi R. to programme of SRD at the level of Republic</p> <p>Evidence of high level of interests of CSOs from other regions to participate in project events and</p>	<p>State and regional programmes exist but women-led CSOs have complications to use existent possibilities to improve situation by accessing state or regional financial support</p> <p>60 CSOs, participants of ARSI network, have different level of development, but highly interested to know and apply new approaches</p>

	Result chain	Indicator	Baseline (value & 2019)	Target (12 & 2022)	Current value (12/2021)	Source of verification	Assumptions
						feedback	for CLLD
Outputs	<p>1.1. Strengthened capacities of 4 CSOs on SRD, particularly on participatory approaches and social innovation.</p> <p>1.2. Eight local structures have improved capacities on local development and are involved in participatory governance in 8 micro-regions.</p> <p>1.3. Eight integrated and multi-sectoral micro-regional local development plans (using bottom-up approach)</p> <p>2.1. At least 20 supported businesses are operational and sustainable</p> <p>2.2. Support scheme of 50+ SMEs in 8 micro-regions is developed and operational</p> <p>3.1. Technical support is provided to influence national policies by the strengthened local structures</p>	<p>1.1.1. Number and quality of new effective partnerships of 4 CSOs with local authorities, Nps, VACs and entrepreneurs.</p> <p>1.2.1. Number of members of the strengthened LSs, disaggregated by sex. Number of women and men trained and number of local development projects implemented.</p> <p>1.3.1. Eight local development plans elaborated with involvement of LSs' members, disaggregated by sex</p> <p>2.1.1. Calculated profitability and proved sustainability of these businesses, number of customers, incomes.</p> <p>2.2.1. Business and social partnerships between businesses, PAs, CSOs. Evidence of cross-marketing, joint promotion, use of local area brands by SMEs.</p> <p>3.1.1. Number of CSOs around country increased capacities to support SRD. Nr of similar initiatives or projects by CSOs of other</p>	<p>Lack of experience with CLLD approach Lack of Local structure experience and capacities at 8 micro-regions.</p> <p>Lack of strategic approach to territorial development at rural areas.</p> <p>Insufficient number of sustainable SMEs at 8 micro-regions.</p> <p>Lack of common area brands, used by all SMEs and partners; lack of co-operation in marketing and PR</p> <p>Insufficient capacities of CSOs around country, no understanding of CLLD.</p> <p>Lack of cross-regional co-operation and support</p>	<p>4 CSOs are not aware on CLLD approach, LEADER experience.</p> <p>Local community members are not aware of Local structure best practices, are separated and not feeling part of community.</p> <p>No local area development strategies at 8 micro-regions.</p> <p>Existing SMEs are not sustainable economically and environmentally. Few pro-biodiversity SMEs, social entrepreneurs.</p> <p>SMEs are isolated and don't co-operate. Area brands exist in Archangelsk, but not used by SMEs; don't exist in Komi and Murmansk. CSOs are not aware of CLLD approach.</p> <p>Rural CSOs are isolated with very few inter-regional interaction.</p> <p>Poor political support to rural initiatives.</p>	<p>3 Women-led CSOs and 18 micro-regional (2 NGOs, VACs and 7 LSS with 100+ members / 80% women) trained and started to mobilise local stakeholders and resources for rural business and social activism development.</p> <p>KFKNP mobilized more than 100.000 EUR for SRD, 4 LSs and VACs in Arkhangelsk region 80.000 EUR.</p> <p>S.Taiga established cooperation with regional government for further support of SRD</p> <p>62 entrepreneurial initiatives (43 start-ups and 19 existing) were supported. 11 new full-time and 67 part-time working places (65% of which for women) were created, 47 people working in 19 SMEs improved their income (64% of which are women);.</p> <p>Support scheme for 50+ SMEs and entrepreneurs in 7 micro-regions</p> <p>13 social and environmentally-oriented projects supported and contributed to the rural community mobilisation, improvement of waste collection and disposal, creation of better infrastructure and richer cultural life in 12 remote villages</p>	<p>Partners reports with practical project results, partners' lists</p> <p>Statistic of working places</p> <p>Programmes and materials of trainings and webinars</p> <p>List of small grants beneficiaries and their projects</p> <p>Photos and reports of business projects progress on the 3 social media groups VKontakte</p> <p>Business plans of these businesses, reports on their implementation, economic performance indicators</p> <p>Minutes from meetings</p> <p>Draft project ideas.</p> <p>Official partners reports</p>	<p>We assume local community members will be active and will not loose interest towards co-operation</p> <p>We assume the legislation re CSOs, SMEs and rural development will not change for the worse</p> <p>We assume the local and regional decision-makers will be helpful</p> <p>We assume the economic situation in the country will not change dramatically</p> <p>We assume international relations between Russia and EU will not change for worse</p> <p>We assume local SMEs will not feel they are competitors to each other</p>

	Result chain	Indicator	Baseline (value & 2019)	Target (12 & 2022)	Current value (12/2021)	Source of verification	Assumptions
	and CSOs .	regions.					

2.4. Activity Matrix

		2020	2021	There is a necessary logistic base for project implementation, partners and stakeholders were identified. The project activities affected by COVID pandemic, so several events were arranged on-line. The risk is relationship between Russia and EU, the direct help from EU and transfer of European experience are not always seen as positive things in the context of EU sanctions and disagreements. . The risk is change of legislation for SMEs and barrier for starting a business belong legal and normative conditions for entrepreneurs, often subject to frequent changes and in many cases not in favour (e.g. Stringent standards, and complicated rules for taxes).
Main Outputs WP 1.1.: Stronger 4 women-led CSOs (LEADER methodology) and 8 Lss /49.200 € 2020, 21.893 € in 2021		For all activities in WP1 - salary of local coordinators and assistants -11.000 €	For all activities in WP1.1 - salary of manager, coordinators and assistants – 7000 €	
1.1. Inception meeting and study-tour to CZ and SK/6 pers., on-line workshops, expert support from EU and between each other	Long-term cooperation of Machaon Int. with most successful LAG in Europe will help to develop an effective tour programme	Travel 1500, vehicle 520, per diems 2004, supplies 196, project manager, assistant salary 3200, translation 480 /7.900€	Translation 1410, travel 525, per diems 234, expert 300, communication 700 / 3.169€	
1.2. 2 Inception missions#conference for 120 pers , 1.6. 10+ Strategic sessions and 20+ workshops for 500 people	Per diems, studies and researches, travel, salary of experts and local coordinators, in-kind contribution – free accommodation in NP	Travel 3500, vehicle 700, per diem 5200, project manager and experts salary 3000, supplies 200 /12.600 €	Travel 520, vehicle 700, per diems 3700, experts salary 1800, supplies 280 /7.000 €	
1.3. Study-tour to Kenozero NP for CSOs "Development of local initiatives and NP partners network/ 48 pers	Supplies, per diems, travel, microbus rent, expert fees, vehicle, translation.	Travel 4234, vehicle 1400, per diems 3387, supplies 161, project manager and experts salary 2340 /11.540€		
1.5. 2 Training 10 steps to successful project / 70 pers x 2	Supplies, meals, travel, salary of trainers, per diems	Travel 1440, experts 900, per diems 2860, bus rent 660, consumables 300 /6.160 €	Travel 800, experts 1400, per diems 1914, vehicle 310, consumables 300 /4.724 €	
Main outputs WP1.2: Sustainability of 20+ rural SMEs. System of support 50+ SMEs operating in or near 3 national parks (8 microregions) – 2020 160.886 €, 2021 – 125.688 €		For all activities in WP2 - salary of local coordinators and assistants – 12.000 €,	For all activities in WP1.2 - salary of manager, coordinators and assistants – 14.000 €	
Award of 31(2020)+30(2021) small grants for SMEs and 9 (2020) + 4 (2021) for LAGs, training and consulting to rural entrepreneurial initiatives in the Komi Republic, Arkhangelsk	Small grants for SMEs (production and services), LAGs (SME support, events, tours), experts coaching/training, technologists, per diems, travel, vehicle, certification, etc.	Grants for SMEs 118283, Grant for LAGs 15460, grant for Guides school 2018, Travel 744, per diems 500, technologists 1933, certification 2373, designer 800, experts/trainers 2600, vehicle 1050 /145.761 €	Grants for SMEs 69302, Grant for LAGs 5526, certification and packaging 1106, travel 938, vehicle 2473, technologists 1022, experts 1800, supplies 400, events 4450/ 87.017€	
Marketing: tourism navigation, banners, showcases, packaging, branding, PR through radio and media, art-symposia, plain air, Khibiny trail	producing of packaging, info-stands, publications	Packaging 781, equipment 541, PR publications 362, PR through media 432, experts salary 1039 / 5000 €	PR through media 600, web 3840, art-designers 6648, brand 3307, events 3100, per diems 2792, travel 2000, vehicle 900, experts 1218 / 24671 €	
Main Outputs WP 2: 50 + CSOs operating in rural areas increased capacities to support SRD 10.845 € in 2020, 16972 € in 2021			For all activities in WP2 - salary of manager, coordinators – 9000 €	
webinars, work with authorities, project web-site, study-tours, meeting, films, conference on development of local services for auto-tourists	Salaries of art-designer and experts, ARSI staff, videooperator, printing, web-programming, travel	posters 276, EU visibility 464, art-designer 200, project web-site 1597, 8 Webinars 2689, on-line course 1845, salary 3774 / 10.845 €	communication 928, on-line course 2526, Publications 493, web 215, per diems 3800, vehicle 1000/7972 €	
TOTAL key actions cost WP1+WP2+WP3		220 961 €	164 553 €	
international bank transfers, RU bank fees		2 197 €	1 277 €	
equipment for coordinators		5 529 €	894 €	
administrative cost for 5 partners (office, accounting, overhead, Internet, mobil		33 694 €	33 566 €	
TOTAL project cost		262 381 €	200 290 €	

2.5. Action plan for the activities of the project for 2022 year

Activity	I-VI 2022						VII-XII 2022						Implementing body
	1	2	3	4	5	6	7	8	9	10	11	12	
1.3.Webinar “Establishment of NP Partner networks for SRD and entrepreneurship support”													Machaon, NP Gesause
1.6 Strategic sessions for local LSs and NP partners network, development of strategies of micro-regions													S.Taiga, KFKNP, Kola center
1.11. Mentoring in Arkhangelsk oblast													KFKNP
1.12.3 Mentoring in the Komi Republic													S.Taiga, ARSI
1.13 Training for entrepreneurs in Murmansk region, support of creation and promotion of Khibiny partners network													Kola center, Machaon
1.4.1. Conference of local structures „Winter meetings” (regional networking)													KFKNP
1.5. Seminar “10 steps to successful project”, III edition													KFKNP
1.8. Festival of traditional knowledge for LSs and entrepreneurs from all project regions													KFKNP
1.9. Study-tour to Hungary “Living in traditions”													Machaon
2.6. Study-tour “National parks: driving forces for rural development in Northern regions”, Kojgorodsky NP and Khibiny NP involved													KFKNP
1.11.4. Kenozero craft accelerator, development of new lines of souvenir production													KFKNP
1.14. <i>Marketing, area branding and promotion, developing packaging design, establishment of distribution channels</i>													All partners
1.14. Development of test-tours and PR events with involvement of local entrepreneurs and four National Parks													All partners
1.14. Marking tourist trails in Khibiny NP													Kola center,
1.14. Plain air „Khibiny overwise“, exhibition with fair, networking event for Partners of NP													Kola center, Machaon
1.14.PR event in the framework of Khibiny train and Festival Polar day													Kola center,
1.14. Test-tours for tour-operators													KFKNP, S.Taiga
1.14. Press-tour for journalists													KFKNP
1.14. Uspen Fair (promotion of crafts and slow-food)													KFKNP
1.14. Plain air, fair and folklore event «Picturesque Sounds of Parma»													S.Taiga
1.14.Art-symposia, fair and folklore event „Noshul – area of inspiration“													S.Taiga, Machaon
1.3. Study-tour to Austria and Czech Republic													Machaon
2.1 Final events in regions, presentation of project results to LRAs and other stakeholders													Kola center, KFKNP, S.Taiga
2.2 Final conference in Kenozero NP													KFKNP
2.3. On-line conference “Innovation approaches for Rural development for all-Russian auditory”													All partners
2.4 Online course (PR film) on LSs and SMEs													All partners
2.5 Final publication													All partners
2.6 Work with decision-makers													All partners

3. Beneficiaries/affiliated entities, trainees and other cooperation

How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract?

Agency of rural community development	Excellent work with assistance to the implementation of project activities in Komi Republic and on-line capacity-building programmes for CSOs and LRAs all over Russia. Successful work with RU Government for improvement of legislation for rural tourism. Great efforts for establishment of methodological basis for rural tourism and supporting services development and promotion. Due pandemic and restrictions with travel and organisation of mass events ARSI was not able to organise several capacity-building events directly in pilot regions, part of these events was organised in on-line regime and part – in individual regime by regional coordinators from Arkhangelsk and Komi regions.
Club of Friends of Kenozero National Park	Excellent, very professional and practically oriented work for supporting local women-led entrepreneurial initiatives in tourism and small-scale production with a high potential for income generation, social effects and replication, community activation, establishment of cross-sector cooperation. Great methodological support for all partners through study-tour organisation and on-line communication instruments. Success in attraction of co-financing for project implementation from LRA and other sources.
"Silver Taiga" Foundation for Sustainable Development	Excellent in practical work at the villages level, supporting of community activation establishment of cooperation with LRAs and other stakeholders in region. Silver Taiga implemented innovation environmentally-oriented activities focused on supporting socially-responsible wood-processing plant and aquaculture.
Kola Biodiversity Conservation Center	Due pandemic restrictions project was started in March, 2021. Several events were successfully organised, brand-book for Khibiny partners developed
National Park Gesäuse, Austria MAS Straznicko, Czech Republic	Due pandemic and travel restrictions main activities of associated partners from EU were postponed to 2022. in 2020 and 2021, both partners provided assistance with methodological materials on LS and Nps partners network development, and two webinars were jointly organised. The cooperation will be continued in -2022 in sphere of capacity building programmes for CSOs and NPs
Arkhangelsk Centre of social technologies „Garant“	Excellent! The specialists of Centre “Garant” provided recommendation of the draft programs of the events took part and rendered expert’s support to development of training sessions and seminars for local people.

How would you assess the relationship between your organisation and State authorities in the action countries?
How has this relationship affected the action?

The leader of Machaon International is originally Russian, so we had not problems in communication or establishment of cooperation with authorities. For example, State Agency of Strategic development highly appreciated know-how and approaches for establishment of LS and Nps partners networks, we shared our methodologies through common webinars.

Silver Taiga communicated a lot with regional Ministry of agriculture in order to to attract quite substantial state co-financing for priority project related to food production (in fish farming), which are very relevant for the northern regions in the current situation. We developed professional business-plan and applied for state grant, however did not get support due small size of the fish cooperative (despite the fact that 10 people could receive sustainable additional income, what could be great success for small village). We will continue work with Ministry of agriculture and demonstrate social effects of even small projects.

The long-term activity of Club of friends of Kenozero NP for the development of remote villages is highly appreciated by state, local and regional authorities, so we have open doors and green light for the project in the region. regional government supported the project "Kenozerskoe DeDstvo. Development of social tourism during a pandemic". However financial support from authorities for the development of small business is still insufficient or complicated to get.

The law about foreign agents influenced project activities in Murmansk region, and motivated one of the beneficiaries Association of Nature Guides of Khibiny to stop official cooperation with project team.

Links and synergies have developed with other actions.

ARSI work as a national resource center for rural tourism was supported from Presidential grant, so project team got know-how and new impulses from on-line webinars and new training materials.

KFKNP implemented following projects which provided synergies effect for Northern Lights project: Separate waste collection and disposal at Kenozero and Onega pomorie national parks (NEFCO), Presidential grant "Air berths of the White Sea, Federal environmental project of MTS "Kenozero - Place of Power", StoryTagging 'project (an international project funded in part by the Northern Periphery and Arctic EU Program

If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon the previous one(s)? (List all previous relevant EU grants).

The project is designed to use LEADER approach and methodology, successfully applied in the EU member states, which mobilizes various stakeholders into collaborative action networks (in Europe referred to as local structures, LSs). The approach encourages a bottom-up and area-focused governance (joint formulation and implementation of mutually benefitting strategy of rural development at the level of micro-regions) and significantly improves conditions for entrepreneurial activities through joint marketing (e.g. using area specific brand) and the use of untapped existing potential of the communities and territory. The lead applicant has experience with functioning of LSs in several EU countries, and closely collaborates with associated partner MAS Straznicko (LS operating in a peripheral rural region in the Czech Republic; recognized as one of the best functioning LSs in Europe) with which it has successfully implemented a similar EU-funded project in East Kazakhstan "Golden Altai – the wealth for local development" in 2014-2017 (ref. no. 331 142).

Evidence that this approach can be applied in Russia is Kenozero National Park (NP) which thanks to access to previous EU funding (projects "KenArt – European cultural bridge", "Sparks of hope for Russian villages") and co-operation with European partners (including the lead applicant) has started to use the methodology a few years ago and made great strides in supporting initiatives of local entrepreneurs and in helping local communities to work together. Already 180 local residents cooperate with the national park administration in the tourism sector and 11 voluntary area councils take part in the resolving social challenges of the area.

4. Visibility

Thanks effective Communication&visibility campaign, the project activities were highly appreciated by all target groups and final beneficiaries at local, regional and national levels. They were informed about the project's activities supporting social entrepreneurship and sustainable rural development in less developed, remote areas, their impact and fact that it is implemented with EU support.

Project team used the following principles for the communication activity:

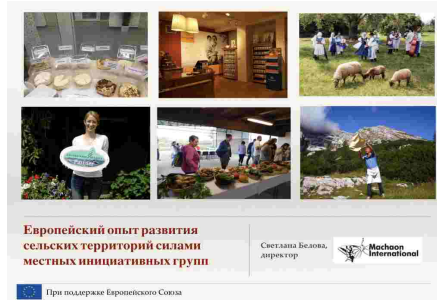
- ✓ The EU logo were placed on relevant information about the project, i.e. 3 baners, 20+ presentations, press-releases, training programmes and materials of 70+ capacity-building project events for the auditory of 4000+ people;
- ✓ [project's web-page](#) and 50+ publications about project events on web-sites of each project partner, web-site <https://zapovednyekhibiny.ru/>, communication platforms in social media V Kontakte:

for Arkhangelsk region <https://vk.com/club193556685>,

for Komi republic <https://vk.com/club195695687>,

for Murmansk region <https://vk.com/russianschoolguides>) and Facebook project group contains the EU logo and information about EU support of the project;

- ✓ all infrastructure, facilities and equipment purchased by 31 entrepreneurs with the help of the project bear the EU logo and acknowledgement of EU funding.



Due innovative and very actual character of the project, project activities were actively covered by local, regional and state media with auditory of more than 10 mln. people. Several publications and TV reportages about project activities are presented on the project web-page and above-mentioned social media, below you could find main reportages:

TV Rain about project activities

TV Pomorie (Arkhangelsk region) about enterneurs – project beneficiaries and their projects

TV Channel One Russia about entrepreneurs – project beneficiaries and their projects



The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the EuropeAid website? - No, we will be happy if EU Commission will promote our project results to wider audience

Name of the contact person for the action: Svetlana Belova, project manager

Signature:

Location: Poprad, Slovakia

Date report due: 12.12.2021

Date report sent: 21.01.2022

5. List of annexes and main publications

N of annex	Title of the event	Title of Annex	WEB-links to main publications about events
2020 year			
1.1.	Inception meeting in Slovakia Meeting with partners in Czech Republic	2 Programmes and participants of Inception meetings	
1.6.'	Strategic session with local people	Strategic session programme Strategic session Pocha participants Strat session Ust Pocha participants Strat session Vershinino participants Strat session Komi participants	http://www.kenozero.ru/o-parke/materialy/novosti/obraz-budushchego-i-neboskryeb-na-bolote-cto-pomozhet-zhitelyam-kenozerskikh-posyelkov-razvivat-ter/
1.2.'	Inception seminar - conference "Winter meetings"	Inception conference in Kenozero Program Inception conference participants	http://pravdasevera.ru/jb3wx3yo http://www.kenozero.ru/o-parke/materialy/novosti/kenozere-i-onezhskoe-pomorie-te-komu-ne-vsye-ravno-v-kenozerskom-natsionalnom-parke-proshli-xi-zimnie/
1.5.'	Seminar "10 steps to a successful project"	Seminar 10 steps programme 10 steps seminar participants list	http://www.kenozero.ru/o-parke/materialy/novosti/zhiteli-dereven-i-posyelkov-arkhangelskoy-oblasti-poluchat-okolo-700-tysyach-rublei-na-ekologicheskii/ - http://dvinanews.ru/-psrgfphp https://vk-gazeta.ru/news/18173/
2.1.1'	Study-tour to Kenozero "Development of local initiatives, rural tourism and the social partnership"	Study-tour Kenozero program Study-tour Kenozero participants list	https://machaon.eu/ru/studytour_kenozero/ http://www.silvertaiga.ru/2020/10/09/ot-murmanska-do-altaja http://kenozero.ru/o-parke/materialy/novosti/shkola-selskogo-turizma-v-kenozere-sobrala-uchastnikov-so-vsey-rossii/
2.2.3.'	3 Trainings "Customer focus – main Secrets"	Customer focus training program Customer focus participants	http://www.kenozero.ru/o-parke/materialy/novosti/nachalovesny-gosinspektory-i-lesniki-onezhskogo-pomorja-posvyatili-uchyebe/
2.2.3.'	2 Trainings "Successful sales and effective communication with clients"	Success sales training programme	http://www.kenozero.ru/o-parke/materialy/novosti/professionalizm-sotrudnikov-glavny-resurs-razvitiya-uchrezhdeniya-kollektiv-kenozerskogo-natsionaln/
	Folklore lessons	Folklore lessons programme	http://www.kenozero.ru/o-parke/materialy/novosti/uroki-vokala-dlya-pomorskogo-folklorного-kollektiva/
2.2.5'	Mini-grants competition for entrepreneurs in Arkhangelsk region	announcement of the grant competition Experts commission for grants program Workbook for participant of grant programme List of projects evaluation	http://www.kenozero.ru/o-parke/materialy/novosti/shest-millionov-dlya-selskogo-biznesa-zhiteli-kenozerya-i-onezhskogo-pomorja-mogut-poluchit-granty-n/ http://www.kenozero.ru/mestnym-zhitelyam/mestnym-zhitelyam/vozmozhnosti-dlya-razvitiya/konkurs-grantov-na-razvitie-biznesa-severnoe-siyanie/ https://machaon.eu/the-first-15-projects-selected-for-receiving-grants/
		Analitic small grants	https://vk.com/club193556685 – projects progress
		Video-reportages about grant beneficiaries https://www.youtube.com/watch?v=c6pTheFzdhY&feature=emb_logo https://www.youtube.com/watch?v=i-MfKtdEXVw&feature=emb_logo https://www.youtube.com/watch?v=oGYAO1C6VMI&feature=emb_logo https://www.pomorie.ru/2020/08/05/5f2988fe286d109dff064202.html https://tvrain.ru/lite/teleshov/rossija_eto_evropa/biznes_na_sele-517052/	

	Social and environmentally-oriented projects in Kenozero and Onega Pomorie NPs	http://www.kenozero.ru/o-parke/materialy/novosti/derevni-v-kotorykh-khochetsya-zhit-zhiteli-kenozerya-i-onezhskogo-poluostrova-privlekli-bolee-4-2-mi/?sphrase_id=35017 http://www.kenozero.ru/o-parke/materialy/novosti/kak-ustroen-razdelnyy-sbor-otkhodov-v-natsionalnykh-parkakh-kenozerskiy-i-onezhskoe-pomore/?sphrase_id=35019 http://www.kenozero.ru/o-parke/materialy/novosti/zhiteli-dereven-i-posyelkov-arkhangel'skoy-oblasti-poluchat-okolo-700-tysyach-rublej-na-ekologicheski/?sphrase_id=35019 https://dv1930.ru/ecologia/zhiteli-poselka-pyanda-vinogradovskogo-rajona-zadumalis-ob-ekologicheskoy-bezopasnosti-i-realizovali-proekty-po-razdelnomu-sboru-musora/ - https://plesnov.ru/news/11518/	
1.2.'	Inception mission and workshops: Komi	Strat sessions Komi dec	
2.3.1.'	Research expedition and meetings in pilotvillages in Komi and public presentation of the project	Meetings Komi Feb Inception meeting Sykt participants	http://www.silvertaiga.ru/2020/02/19/v-komi-tri-goda-mozhno-budet-nabljudat-severnoe-sijanie
2.3.1.'	Local sessions with people in pilotvillages (preparation for grant competitions)	Folder 2.3.1. Programmes and lists of participants Komi	http://www.silvertaiga.ru/2020/10/26/tosam-nekogda-toskovat
2.3.3.'	Mini-grants competition for Komi	Experts evaluation of grants Grant beneficiaries Komi	http://www.silvertaiga.ru/2020/04/04/konkurs-selskih-biznes-iniciativ-uchastvujte http://www.silvertaiga.ru/2020/10/19/na-poroge-otkrytij https://vk.com/club195695687
2.3.4 – 2.3.5	On-line akselerator for rural entrepreneurs in Komi Republic (7 s and 40+ individual support), communication platform	On-line acselerator Komi: description of webinars and participants http://www.silvertaiga.ru/2020/11/11/kniga-pro-mezen-skachat-ili-zakazat-2-2/ http://www.silvertaiga.ru/2020/06/16/uchim-drug-druga-uchimsja-drug-u-druga http://www.silvertaiga.ru/2020/07/27/13-selskih-biznes-iniciativ-poluchili-granty-v-ramkah-proekta-severnoe-sijanie http://www.silvertaiga.ru/2020/07/29/konstantin-skvorcov-obedinenie-daet-bolshie-preimushhestva-dlja-uchastnikov-proekta-severnoe-sijanie	
2.3.1.'	Preparation for certification according to the FSC scheme of pellet production	http://www.silvertaiga.ru/2021/01/14/dlja-evropejskogo-potrebitelja-i-vo-bLSo-verhnevychegodskih-selchan/	
2.3.1.'	Guides school	Guides school participants	
2.3.5.'	Guides school: 3 seminars	http://www.silvertaiga.ru/2020/09/01/priluzskie-aktivisty-gotovy-vstupit-v-shkolu-jekskursovodov-pod-jegidoj-fonda-serebrjanaja-tajga http://www.silvertaiga.ru/2020/11/11/kniga-pro-mezen-skachat-ili-zakazat-2 http://www.silvertaiga.ru/2020/09/01/priluzskie-aktivisty-gotovy-vstupit-v-shkolu-jekskursovodov-pod-jegidoj-fonda-serebrjanaja-tajga	
3.3.'	Webinars	All webinars are presented on the web-site https://machaon.eu/detail-project/northern-lights/ webinars statistic webinar EE participants	

N of activity/ annex	Title of the event	Title of Annex	WEB-links to main publications about events
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2021 year			
Folder “Events in Arkhangelsk region”			
1.5.'	Seminar “10 steps to a successful project”	Seminar 10 steps programme 10 steps seminar participants list	http://www.kenozero.ru/o-parke/materialy/novosti/v-kenozerskom-natsionalnom-parke-v-shestoy-raz-startoval-ezhagodnyy-seminar-10-shagov-k-uspeshnomu-p/ TV reportaz about seminar
1.6.'	Strategic session with local people	Strat session Kenozero programme Strat session On Pomorie program Strat session Kenozero participants Strat session On Pomorie partic	http://www.kenozero.ru/o-parke/materialy/novosti/v-kenozere-zimnie-vstrechi-s-mestnymi-zhitelyami-proshli-v-novom-formate/
1.11.1.” 1.11.2.”	Seminars for local entrepreneurs Training for hospitality and cross-marketing Computer literacy courses for residents	Seminar for entrepreneurs Feb 2021 Seminar for entrepreneurs May Training for hospitality and cross-marketing	http://www.kenozero.ru/o-parke/materialy/novosti/finalisty-vtorogo-sezona-konkursa-severnoe-siyanie-proshli-obuchenie-v-arkhangel'ske/ http://www.kenozero.ru/o-parke/materialy/novosti/zhiteli-kenozerya-proshli-kursy-kompyuternoy-gramotnosti-/
1.14.'	Conference „Development of auto-tourism in PAs of Russian North	Autotourism conference programme Autotourism conference participants	http://www.kenozero.ru/o-parke/materialy/novosti/uchastniki-konferentsii-zapovednye-zemli-russkogo-severa-pobyvali-v-kenozerskom-natsionalnom-parke/
1.14'	Test-tour for tour-operators (in-kind contribution)	Test-tour for tour-operators programme	http://www.kenozero.ru/o-parke/materialy/novosti/realnost-prevzoshla-lyubye-ozhidaniya-predstaviteli-stolichnykh-turkomi-poznakomilis-s-kenozherem/
2.6.'	Study-tour “Culture of participation” (in-kind contribution)	http://www.kenozero.ru/o-parke/materialy/novosti/my-uvide-li-kak-nado-otnosit'sya-k-rodnoy-zemle-selskie-zhiteli-rabotniki-zapovednoy-sistemy-i-organov/	
2.6.'	Meeting with PAs directors	Meeting PA directors programme Meeting PA directors participants	http://www.kenozero.ru/o-parke/materialy/novosti/na-30-letie-kenozerskogo-natsionalnogo-parka-sobralis-rukovoditeli-zapovednykh-territoriy-so-vsey-ro/
1.11.3'	Mini-grants competition for entrepreneurs in Arkhangelsk region II round	http://www.kenozero.ru/o-parke/materialy/novosti/selskie-predprinimateli-iz-natsionalnykh-parkov-kenozerskiy-i-onezhskoe-pomorie-poluchat-granty-na-ra/ http://www.kenozero.ru/o-parke/materialy/novosti/kenozerskiy-natsionalnyy-park-vnov-podderzhit-selskiy-biznes-predprinimateli-poluchat-bolee-chetyrye/ http://www.kenozero.ru/o-parke/materialy/novosti/teper-na-zavtrak-kak-v-muzey-bolee-400-predmetov-stariny-ukrasili-traktir-v-derevne-vershinino-/ http://www.kenozero.ru/o-parke/materialy/novosti/stalo-interesnee-zhit-konkurs-grantov-severnoe-siyanie-otkryvaet-novye-vozmozhnosti-dlya-selskikh-zh/ https://pravdasevera.ru/2021/05/11/60b0a06ab43ef52e7c66738c.html TV reportage about grant competition announce TV reportage about grant competition results TV reportage about project beneficiary farmer Krehalev TV reportage about entrepreneurs projects progress article in magazine Knife about Kenozero and Northern Lights project	
		1.11.3 Entrepreneurs projects	https://vk.com/club193556685 – projects progress
1.6.'	LSs activities: Social and environmentally-oriented projects in Kenozero NPs	http://www.kenozero.ru/o-parke/materialy/novosti/derevni-v-kotorykh-khochetsya-zhit-zhiteli-kenozerya-i-onezhskogo-poluostrova-privlekli-bolee-4-2-mi/ https://www.pomorie.ru/2021/09/15/6140c2346889599bfff5b6752.html	
Events in Murmansk region			
1.2.'	Project launch in	Inception meeting press-release	https://hibinform.ru/otnosheniya-nacparka-hibiny-s-naseleniem-

	Murmansk region		jeto-brak-po-ljubvi/
1.14"	Development of brand-book PR	Brand-book Khibiny Partners of Khibiny logo Khibiny trail press	http://gazeta2x2.ru/?p=93987
1.13.-14'	Plain air event "Khibiny"	Plain air banner Plain air programmes Plain air participants Plain air press-release Plain air and exhibition press-r	https://machaon.eu/ru/khibiny_plener/ https://www.mvestnik.ru/culture/kardiogramma-vostorga/ https://www.youtube.com/watch?v=hhGi3GOkEs4 http://gazeta2x2.ru/?p=94284
Folder "Events in Komi" (all attendance sheets are in separate folder)			
1.6.:	Strategic sessions with people in pilot villages	4 programmes of Strategic sessions Fest of Komi families in Objachevo https://www.silvertaiga.ru/2021/04/02/sergej-eldin-otkroem-dlja-turistov-vorota-v-noshul https://www.silvertaiga.ru/2021/05/31/ne-zhdai-pogody-u-byvshej-noshulskoj-pristani/ https://www.silvertaiga.ru/2021/12/01/uchastnik-proekta-severnoe-sijanie-elena-zaharova-i-nam-pomogli-i-my-hotim-pomogat https://www.silvertaiga.ru/2021/05/31/pomozdinskoe-soobshhestvo-silnyh-muzhchin-gotovo-otkryt-shkolu-masterov; https://www.silvertaiga.ru/2021/05/31/migu-v-objachevo-byt; https://www.silvertaiga.ru/2021/09/20/v-priluze-rost-imennika-merajut-pirogom https://www.silvertaiga.ru/2021/11/17/ispolnjaja-mechty	
1.12.'	Mini-grants competition for Komi	Entrepreneurs projects Komi	https://vk.com/club195695687 https://www.silvertaiga.ru/2021/04/07/fond-sodejstvija-ustojchivomu-razvitiu-serebrjanaja-tajga-objavljaet-konkurs-grantov; https://www.silvertaiga.ru/2021/04/19/nachalsja-priem-zajavok-na-vtoroj-jetap-grantovogo-konkursa-po-proektu-severnoe-sijanie; https://www.silvertaiga.ru/2021/06/14/sozdanie-gostevyh-domov-v-priluze-i-razvitie-remesel-v-pomozdino; https://www.silvertaiga.ru/2021/06/28/komi-pach-uzory-verhnej-vychegdy-i-nikolskaja-jarmarka https://www.silvertaiga.ru/2021/04/02/shvejnoe-remeslo-v-chetyre-ruki https://vk.com/id223437078 https://vk.com/dom_remesla_pomozdino
1.12.4'	A training course for rural masters	https://www.silvertaiga.ru/2021/04/15/vysokie-tehnologii-v-remeslennom-dele	
1.14.'	Art-symposium Let's gather around Chipsan"	File Art-symposia Chipsan https://machaon.eu/ru/chipsan_symposium/ https://www.silvertaiga.ru/2021/08/10/art-simpozium-kak-tolchok-dlja-razvitiya-selskoj-glubinki; https://www.silvertaiga.ru/2021/08/13/chjornyshskij-park-chipsana-otkryt-dlja-kazhdogo	
1.12.1'	On-line akselerator for rural entrepreneurs in Komi Republic	https://www.silvertaiga.ru/2021/09/09/dnevnik-grantopoluchatelja https://www.silvertaiga.ru/2021/10/12/stranica-v-socsetjah-dvigatel-progressa-proektov-grantopoluchatelej	
1.12.1'	Seminars for entrepreneurs in tourism	Rural tourism seminar programme https://www.silvertaiga.ru/2021/08/10/gostevoj-dom-fundament-selskogo-turizma https://www.silvertaiga.ru/2021/08/30/priedut-li-turisty-v-nashi-komi-derevni	
1.10.'	Webinars	Description and recordings of all webinars 2021 are presented on the web-site https://machaon.eu/ru/webinars/ webinars statistic	