

Increasing innovation performance
through interregional cooperation

ACTION PLAN FOR IPP REGIONS

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Abbreviations

EC	European Commission
EEN	Enterprise Europe Network
ESFRI	European Strategy Forum on Research Infrastructures
EU	European Union
ICT	Information and Communication Technologies
IPP	Interregional Partnership Platform
IPP regions	Saxony-Anhalt, Latvia, Észak-Alföld, Comunitat Valenciana
RIS	Regional Innovation System
R&D	Research and development
R&I	Research and innovation
S&T	Science and technology
SME	Small and medium sized enterprise
S3	Smart Specialization Strategy

Executive Summary

Innovation is the main and increasing source of growth in EU countries. In the wake of the 2008 financial and economic crisis, innovation is viewed as central in boosting job creation and economic growth in the quest to build stronger, cleaner, and fairer economies and in reducing unemployment. Thus EU as Innovation Union is a flagship initiative under the Europe 2020 strategy, is an integrated innovation strategy based on a broad concept of innovation, encompassing the private, public and third sectors. It aims at ensuring that innovative ideas are translated into new goods and services that create growth and jobs¹.

Municipalities and regional development and innovation agencies are becoming key actors in innovation performance. Performance in research and innovation varies markedly across IPP regions as shown by the Regional Innovation Performance Index². Nevertheless, Saxony-Anhalt, Latvia, Észak-Alföld, and Comunitat Valenciana have common challenges to:

1. Increase competitiveness and innovation performance
2. Adapt to demographic changes and create secure, sustainable and competitive energy provision
3. Internationalize R&D&I
4. Integrate enterprises and municipalities in global networks

In order to be competitive all these regions need not only to increase private investment in research and development, but also to internationalize research, development, and innovation activities as well as small and medium sized enterprises. Why internationalize? Internationalization and innovation are closely related and there is a reciprocal relationship between barriers to innovation and to

internationalization. This implies that the strengthening of innovation will positively affect the internationalization efforts of innovative firms, whereas the strengthening of internationalization is likely to foster the innovation activities of firms. Thus actions should be designed in such a way that they simultaneously stimulate innovation and internationalization³.

During the IPP project development has been established the basis for the sustainability of the cooperation after the end of the IPP project. Several agreements for sustainable cooperation has been developed, specifically, in the case of Valencian Region and Saxony-Anhalt, it has been signed an agreement between the Valencian Ministry of Education, Training and Employment and the Ministry of Labour and Social Affairs of Saxony-Anhalt, and an agreement between the Polytechnic University of Valencia and the Chamber of Engineers Saxony-Anhalt; and some other cooperation activities between both regional at institutional and business level. A Regional Cooperation Summit has been developed between both regions in the framework of the IPP Final Disseminations Conference in Valencia, at the end of November, to continue the successful cooperation between both regions and to establish plans for the sustainability of the cooperation and the IPP project results and opportunities, after the end of the project.

Also, it has been signed, in Paterna (Spain), a “Joint Declaration for the Development of Competitive Territories”, between 8 entities of the partner regions, such as the City of Paterna and the Federation of Municipalities of Valencian Region (FVMP) in Spain, the Cities of Valmiera, Cesis and Daugavpils in Latvia, the City of Magdeburg, and the County of Anhalt-Bitterfeld in Germany, and the Cities of Nyiregyháza, Jászfényszaru and Jászsaág in Hungary. This Joint Declaration is Open to other Cities in the Partner regions and in all Europe. In the last Steering Committee of the IPP Project it was expressed the wish that the cooperation between the partner regions of the project will be continued and developed further. All partners were motivated to find appropriate tools to stay connected and cooperate further.

The IPP project serves a good platform for new projects in EU action programmes in the current and next EU programming period: INTERREG VC, Intelligent Energy Europe, Europe for Citizens, Life+, Life Long Learning programmes, FP7, CIP Eco-innovation, CIP ICT PSP, Culture. The results of the IPP project in general as well as this benchmark report strongly recommend continuing and improving the established partnerships. This should be done by implementation and continuing utilisation of methodology to support an internationalisation process:

1. Permanent identification and analysing of existing and new strategic goals and fields of cooperation
2. Motivation of partners within the administration
3. Development of competences
4. Allocation of information about European Funds and EU programmes
5. Other information and project ideas for cooperation or continuing cooperation
6. Development of European cooperation projects
7. Securing contacts to persons interested in similar topics

Five actions towards internationalization and innovation are suggested for addressing challenges of IPP regions. The ultimate goal of the actions is to increase regional competitiveness of IPP regions. The actions are:

1. Mutual learning for enhancing regional innovation capacity
2. Cooperation of clusters for reaching global competitiveness
3. Long-term partnership framework for creating knowledge assets

4. Inter-regionally connected universities and research institutes for talent attraction and retention
5. Development of local regional partnerships among municipalities

Methodology of action plan consists of three steps:

1. Theoretical frame was built on concept of regional innovation systems and on EU regional policy towards smart regional growth
2. Data provided in IPP benchmarking reports were analysed by system approach using developed theoretical frame, thus the main challenges and actions were derived
3. Instruments to address actions were selected from the IPP best practise inventory and pilot project reports

Common challenges: innovation and internationalization

Challenge 1: To increase competitiveness and innovation performance

IPP regions have comparatively low regional competitiveness or ability to generate high and rising incomes and improve livelihoods of the people living in the regions. They are ranked from 127 to 237 positions from 268 regions in EU regional competitiveness index 2010⁴. The comparatively low IPP regional competitiveness is connected with high unemployment rates (see table 1). One of the most serious challenges for boosting competitiveness of IPP regions and for reducing unemployment is to increase their innovation performance. All regions are located in the middle or bottom of the European regional innovation scoreboard⁵. In the era of budgetary restraint following the financial crisis, generic and all-inclusive approaches will most likely be not sustainable.

Table 1. Rankings of IPP regions in European regional competitiveness index 2010.

	Competitiveness	Unemployment	Innovation	Higher Education, Training and Lifelong Learning	Market size
	<i>(position)</i>	<i>(% in 2010)</i>	<i>(position)</i>	<i>(position)</i>	<i>(position)</i>
Sachsen-Anhalt	127	10,90%	127	124	95
Comunitat Valenciana	165	12,10%	179	159	84
Latvia	216	14,30%	201	133	231
Észak-Alföld	237	9,70%	213	183	222

Source: European regional competitiveness index 2010.

Challenge 2: To adapt to demographic changes and create secure, sustainable and competitive energy provision

Saxony-Anhalt, Latvia, Észak-Alföld, and to lesser degree Comunitat Valenciana are facing significant demographic changes: growing share of elderly and the shrinking portion of young people. A shrinking and ageing population requires new approaches to adjust specific infrastructures and has major consequences for the labour force and for its productivity.⁶ In addition all IPP regions have interest to develop secure, sustainable and competitive energy solutions as all of them face energy challenge but to a different exposure. Latvia and Észak-Alföld are more vulnerable to energy security issues, while Saxony-Anhalt and Comunitat Valenciana are vulnerable to peak energy demand⁷.

Challenge 3: To internationalize R&D&I

In order to compete globally, none of the IPP regions could any more rely only on their own knowledge base. Regions are ranked from 124 to 183 positions in EU regional competitiveness index 2010 regarding their strength in higher education, training and lifelong learning⁸ (see table 1). Moreover in all IPP regions, current imbalance exists between R&D spending at public and private level. The regions have common challenge to increase R&D expenditure in the business sector as well as improve knowledge transfer to SMEs and large enterprises, thus promoting R & D activities in more applied and more efficacious way

Challenge 4: To integrate enterprises and municipalities in global networks

IPP regions have limited market size potential, regions are ranked from 95 to 222 position in EU regional competitiveness index 2010 regarding their strength of market size (see table 1). It is up to most important to internalize enterprises' value and supply chains. The lack of external links and the limited cooperation of IPP regional municipalities and innovation intermediaries are important drawback factors to the accomplishment of a higher rate of innovation and, therefore, to generate growth and employment at IPP regional level. Businesses, but also municipalities and regional

development institutions, are often unaware of the support instruments and structures available to support their activities for internationalisation.

EU regional policy for smart growth

Policy focus 1: Smart specialisation

Investment in research, innovation and human capital is crucial for all regions, but regions start with different endowments and capabilities. While regions are differentially placed to contribute to the Europe 2020 goal of smart growth through innovation, regional diversity is seen as an asset since it advocates different routes to growth through innovation. Thus European Commission Directorate-General for Regional Policy is proposing regional policy for smart growth. It is based on perspective that there are potentially large gains from strategies that exploit an original, globally competitive specialisation niche based on regional assets and strengths relative to other regions, as well as capability to learn what specialisation can be developed in relation to those of other regions¹⁰.

Smart specialisation strategies (S3) can help regions to concentrate resources on a few key R&D&I priorities and ensure that research and innovation resources reach a critical mass. While leading regions can invest in advancing a generic technology or service innovation, for others, investing in its application within a particular sector or related sectors is often more fruitful. More generally, smart specialisation involves a process of developing a vision, identifying competitive advantage, setting strategic priorities and making use of smart policies to maximise the knowledge-based development potential of any region, strong or weak, high-tech or low-tech¹¹.

Policy focus 2: Stronger regional innovation governance

Regions can actively intervene by supporting the switch in demand towards sustainable goods and services. Regional policy is, therefore, vital for mobilising the full innovation potential of EU regions. Horizon 2020 is the financial instrument implementing the Innovation Union, a Europe 2020 flagship initiative aimed at securing Europe's global competitiveness¹³. The closed innovation systems of the past are giving way to more open systems centred on collaborative networks and communities, which are changing the nature not only of science and innovation but also of societies and economies. This creates opportunities for regions. Due to their expert knowledge and proximity to local actors, regional authorities can play the role of facilitator and broker to ensure fluidity of relationships and can invest in supporting collaboration between actors within and outside the region¹⁴.

The capacity of regions to innovate depends on regional innovation system developed on triple or quadruple models. Regional innovation system relies on a set of institutions, including regional innovation agencies, municipalities, regional development agencies, clusters, universities, R&D centres, technology transfer organisations, financial and knowledge dissemination agencies, which work together and play the major role in influencing the innovative performance of companies. The above cooperation produces systemic effects that encourage firms within the region to develop specific forms of culture and practice, which reinforce their innovative capability and competitiveness.¹⁵ Quality of regional innovation governance relies on municipalities and regional development agencies abilities to establish, develop, maintain, and coordinate cooperative links among universities, research institutes, businesses, support institutions towards smart growth.

Policy focus 3: Internationalization of municipalities and regional development agencies

Internationalization and innovation are closely related and there is a reciprocal relationship between barriers to innovation and barriers to internationalization. This implies that the removal of barriers to innovation will positively affect the internationalization efforts of innovative firms, whereas the

elimination of barriers to internationalization is likely to foster the innovation activities of firms. Interregional and transnational cooperation provides opportunities for municipalities and regional development agencies to create a critical mass of knowledge assets and networks by utilising potential of complementary and synergistic ties that leads to regional growth.

Internationalization should be horizontal policy goal for regional governments. In the context of horizontal policy regional policies should be designed in such a way that they simultaneously stimulate innovation and internationalization. Then investment in interregional and transnational cooperation is the way how to increase regional competitiveness. Better interregional governance cooperation is needed by exploiting the added value of setting common objectives, agreeing on common actions and sharing best practises

Policy focus 4: Globally competitive clusters

The economic prosperity of regions is related to the strength of clusters¹⁶. Thus clusters are located at the heart of regional innovation system. Clusters, by European Commission, are seen as important means for regional and modern industrial policy to achieve smart and sustainable growth, in particular by improving the local business environment, notably for SMEs¹⁷. Clusters can be used by regional governments as existing industry-led platforms bringing together and mobilising local actors to design and successfully implement smart specialisation strategies, attracting innovative companies and creating more jobs at local level.

There is a need to develop more globally competitive clusters and networks for innovation clusters. Here the role of state and municipal institutions as facilitators, coordinators and supporters are crucial. Through local clusters that are connected Europe-wide, a critical mass can be achieved for R&D and innovation, skills, funding, the cross-fertilisation of ideas and entrepreneurial initiatives. Regional cluster policy needs to be focused on areas of actual or potential regional comparative advantage,

investing in knowledge infrastructure, in particular in science parks and business incubators, as well as in creating the necessary knowledge flows between businesses, universities and regional authorities¹⁹.

Policy focus 5: Internalization of education and research institutes

The main focus on promoting the active engagement of universities and research institutes in regions has been in terms of their contribution to Regional Innovation Systems (RIS). Higher education institutions and research centres need to work together with enterprises to bring innovation to the market²⁰. Many universities in the EU are helping to commercialise research by increasing the entrepreneurial mind-set of students and by collaborating with firms in their region in innovation, so becoming more strongly involved in regional economic development.

Education and research activities are central to knowledge-based innovation systems. Regional capacities could be built up engaging smaller countries and regions in competitive research and innovation performance. Instead of duplicating research infrastructures, regions should make the most of the European Research Area by accessing each other's knowledge assets. It would have more general role contributing to the circulation of "brains" and reducing the risk of brain drain while at the same time providing much-needed balance to the distribution of European research and education infrastructure.

Action 1: Mutual learning for enhancing regional innovation capacity

In order to boost regional competitiveness and innovation performance, municipalities and regional development agencies should enhance their governance capacity of regional innovation systems. The governance capacity should be increased and it must catch up with the processes of devolution. Public innovation intermediaries (such as business parks, innovation centres, innovation agencies and innovation policy units) play a crucial role in providing innovation support measures, creating

partnerships, finding innovative solutions and in raising the rate of innovation. The lack of external links and limited co-operation of innovation intermediaries are an important drawback factor for a higher rate of innovation and therefore for generating growth and employment at regional level.

Regional agencies and municipalities have a challenge to redesign innovation policies towards smart specialisation within the era of budgetary restraint align with changes in demography and new energy requests. Under these conditions there is a natural interest in learning from each other and sharing experience, in particular in new fields that require further conceptual work. Thus interregional cooperation has become a simple and tangible activity for public authorities. It allows policy-makers to improve the effectiveness of regional innovation policies by building on the accumulated experience of other regions²³.

Instrument 1: Peer reviewing and twinning of innovation policies

The aim of the instrument: to increase governance capacities of IPP regional innovation systems by creating on mutual learning oriented inter-regional links among regional development and innovation agencies.

Best practice example: Leonardo Mobility for Internationalization of civil servants

The overall objective of Leonardo Mobility projects of Észak-Alföld Regional Development Agency is to encourage the establishment of a European network of regional organisations by means of experts' mobility projects with including as diversified types of organisations as possible. The agency would like to make the host organisations from different countries give their experiences, and consequently to increase the expertise of trainees sent from Észak-Alföld Region.

source: IPP (2012). Best practise inventory

Description of instrument: peer review is an external assessment of, for example, an innovation support measure run by an innovation agency or by public innovation intermediaries. In the case of peer review of innovation support measures, the peer organisations are typically innovation agencies

running a similar measure than the innovation agency whose measure is being reviewed. The aim is to obtain feedback and collegial opinions on the measure under review. Twinning is – like peer reviewing – a learning method to improve the design of policy support measures. It builds on the premise that agencies from several countries run a comparable support measure to channel or stimulate a certain development or behaviour among innovation agents.

Instrument 2: International workshops to develop e-government services

The aim of the instrument: to develop e-public service innovation. The main activities are to support IPP regions to co-design activities for common piloting public service innovations in e-government solutions and e-tools and to develop IPP regional capacities to take part in international projects that aim to increase public service innovations.

Best practice example: Project search IT tool

The IPP Tool searches information about EU funding and programmes for the following common areas of interest: energy , environment, health, information and communication technologies, innovation and research, interregional cooperation, security, social inclusion, employment and immigration, sports, tourism and culture, training and education, transport and city mobility, water management. Moreover, the users of the platform are able to look for potential partners for their project ideas or business related to EU topics. Up to December 2012, it has been reached 228 registered users and 634 info searches were carried out. Furthermore, 64 ideas were uploaded to be shared, where 34 of them had possibilities for execution. You can find more detailed information on the appendix.

Source: www.i-p-p.eu

Description of instrument: e-government is about using the tools and systems made possible by Information and Communication Technologies (ICTs) to provide better public services to citizens and businesses. ICTs are already widely used by regional government bodies, just as by enterprises, but e-government involves much more than just the tools. Effective e-government also involves rethinking organisations and processes, and changing behaviour so that public services are delivered more efficiently to the people who need to use them. Implemented well, e-government enables all citizens,

enterprises and organisations to carry out their business with government more easily, more quickly and at lower cost.

Action 2: Cooperation of clusters for reaching global competitiveness

Internationalization and international entrepreneurship among small and medium-sized enterprises (SMEs) is a topic of considerable relevance for IPP regions. In order to increase competitiveness of SMEs and increase private spending on R&D, internationalization cluster activities will be run. Cluster policies are rightly seen as an instrument to improve regional competitiveness. Taking into account the effects of globalisation, this not only strengthens the competition between different locations but offers also new scope for business cooperation along the different value chains. Trans-national cluster cooperation appears as a new growth opportunity. The main focus is put on (1) enhancing cooperation among cluster organisations of IPP region in the fields of energy (specially on biomass, e.g. in project “Biomass Logistic International”), automotive industry (Cooperation agreement between MAHREG, Cluster of Automotive Industry of Sachsen-Anhalt-Germany, and AVIA, Cluster of Automotive of Comunidad Valenciana-Spain), medical technologies, pharmaceuticals, creative and culture industries, food, and tourism, and (2) integrating clusters into global cluster networks

Instrument 3: Building international network of clusters

The aim of the instrument: to increase competitiveness of IPP regional clusters by creating cooperative links among regional development agencies, cluster organisations, businesses and public innovation intermediaries.

Description of instrument: internationalization of clusters has become a key cluster policy priority in the EU as a way of increasing competitiveness. The underlying rationale is that links can be created between clusters in Europe for increased competitiveness. For example, these might be aimed at accessing complementary skills and knowledge, cooperating with research and testing facilities

elsewhere or finding business partners in other clusters. Globalisation means that clusters need to act locally whilst still having solid links with clusters and markets elsewhere.

Instrument 4: Co-designing public services for SMEs export activities

The aim of the instrument: Only 25% of SMEs export currently to markets inside and outside the EU. To help SMEs go international, they need the right information and support in markets within and outside the EU²⁹. The aim of this tool is to develop effective and resource efficient public services to increase export and innovation capabilities of SMEs.

Best practice example: EU Service-Agentur in Saxony-Anhalt

The EU Service-Agency is a consulting agency formed under the umbrella of the Investitionsbank Sachsen-Anhalt. It offers actors and stakeholders in the German Land of Saxony-Anhalt targeted support, both making them aware of EU funding opportunities and facilitating their participation in such funding programmes. Working in co-operation with interregional partners, the EU Service-Agency therefore helps actors and stakeholders in Saxony-Anhalt to benefit even more from the funding opportunities available from the European Union. The range of services provided by the EU Service-Agency are particularly aimed at local authorities as well as regionally active public actors and stakeholders that want to develop and discuss their project proposals in an international context. The range of services includes: providing information on funding programmes and current programme calls, researching funds and subsidies, hosting information events, arranging partners for existing project consortia, providing advice on formal questions regarding applications or the establishment of a project consortium, assisting in the search for partners in other EU countries, offering consultation on the implementation of approved projects, producing a co-operation database.

Source: <http://www.eu-serviceagentur.de>

Description of instrument: internationalization service providers also known as export promotion agencies or trade promotion agencies are the bodies charged with implementing the programmes to support SMEs. The ability to deliver support locally or regionally is the best as it permits to

individualise services. Ideally, the internationalization service provider should be based on the one-stop-shop principle to facilitate greater and easier access to SMEs, particularly for the smallest ones.

Instrument 5: Cluster marketing

The aim of the instrument: to create awareness of investment and job opportunities in IPP regions. The main focus will be on attraction of funds and talents to growing innovative clusters. Target groups of this tool are municipalities regional development agencies, municipalities, cluster organisations, public innovation intermediaries.

Best practice example: Attraction of foreign investments for Daugavpils City

The main goal was to improve attract foreign investments for creating new job opportunities in the city. The main activities were participation in industrial international and regional exhibitions and organisation of international business missions for local entrepreneurs.

source: IPP (2012). Best practise inventory

Description of instrument: regional clusters marketing focuses on all sorts of marketing corresponding to a particular regional cluster. This then involves the use of all the basic tactics and techniques used for any sort of successful marketing for the promotion of a particular company's services or products. Cluster marketing has been considered to be one of the useful aspects of regional cluster development.

Action 3: Long-term partnership framework for creating knowledge assets

Research infrastructure is central to knowledge-based innovation systems. In order to become globally competitive, none of the IPP regions could any more rely only on its own knowledge base. Regional capacities could be built up by engaging partners in competitive research and innovation performance.

Instead of duplicating research infrastructures, regions should make the most of each other's research excellence. It would have more general role contributing to the circulation of "brains" and reducing the risk of brain drain while at the same time providing much-needed balance to the distribution of European research infrastructure.

Long term framework would include participation in preparing experiments, training young scientists and the broad promotion of the science undertaken at the large facility²⁷. Thus IPP regions will internationalize research, development and innovation activities by strengthening intra-regional ties among universities and research institutes. This will be a response not only to global R&D competition but to shrinking and ageing researchers' headcount.

Instrument 6: Building researchers network in renewable energy, medical technologies and pharmaceuticals

The aim of the instrument: to strengthen intraregional ties among universities and research institutes to foster mobility of researchers. This would allow creating critical mass of knowledge assets in the fields of medical technologies and pharmaceuticals.

Best practice example: EU academic network Saxony Anhalt

EU academic network Saxony Anhalt providing information, consulting, and project management services to support researchers in raising funds from the European Union and in executing EU research and innovation projects. As a result, universities of Saxony Anhalt shall be more successful in gathering funding for their research. Target groups are researchers, research administrators, and steering boards of universities.

Source: IPP (2012). Best practise inventory

Description of instrument: IPP regions' academic network will be designed to promote IPP regions' cooperation and innovation in areas of renewable energy, medical technologies and pharmaceuticals.

It will contribute with knowledge for regional competence centres and for knowledge transfer institutions. This will be achieved by means of cooperation within the network between research institutes.

Instrument 7: Regional Partner Facilities

The aim of the instrument: to strengthen science and technology excellence of IPP regions by engaging partners in competitive research and innovation performance. Thus instead of duplicating research infrastructures, regions will make the most of each research excellence.

Description of instrument: Regional partner facilities or regional research infrastructure centres act as both pre- and post-processing centres for the large research infrastructures. They would be associated through various schemes with large research facilities, such as those identified by the European Strategy Forum on Research Infrastructures (ESFRI). The specific “partnership” role of Regional Partner Facilities would include participation in preparing experiments, training young scientists and the broad promotion of the science undertaken at the large facility³⁰.

Action 4: Inter-regionally connected universities and research institutes for talent attraction and retention

In order to attract and retain talents for mitigating effect from population ageing and shrinking, cooperation among universities and research institutes should be increased. A globally connected university or research institute acts as a ‘window’ on the region, and builds and enhances the image and reputation of the region to the wider world. This can benefit the development of the region in a number of ways; connecting people from all over the world into the region which can act as a vehicle for future cooperation; attracting researchers who will contribute to the development of new

technologies which may result in new, innovative spin out firms being established; act as a lever for international investment as firms grow around areas of international specialism and expertise.

Talent mobility, attraction and retention refers to interventions aimed at enticing individuals with specific skills and attributes to move in to, return to, or remain in the region. Clear targeting of people with specific sectoral skills can help to build up a critical mass, which in turn can act as an attractor of other individuals and businesses²⁸. If the higher education and research institutions are to be able to benefit from each other’s experience there should be greater exchange of information in this field.

Instrument 8: Cooperation projects among universities and research institutes

The aim of the instrument: to stimulate an increased exchange between higher education institutions and research institutes of IPP regions focusing on excellence in teaching and in education development. The cooperation will grant opportunities for academic teaching and researcher staff to teach at foreign higher education institution.

Best practice example: “Match Making Matrix”

Improvement and extending of the matrix made by the University Network Saxony-Anhalt. The matrix presented by the EU academic network representatives should be made available on an online platform (e.g. Google Docs) and all IPP, etc. universities would be invited to insert information about their experience, research areas, interregional research projects, fields of interest.

Source: 3th Benchmark Report

Best practice example: VLC Campus, International Campus of Excellence

The two main universities of Valencia, University of Valencia (UV) and the Universidad Politécnic de Valencia (UPV), together with the High Council for Scientific Research (CSIC), have promoted the creation of a Campus of International Excellence, which aims to convert the VLC/Campus into a hub

of knowledge of international excellence, improve the quality of training on offer, promote attraction and retention of talent. It counts with almost 100,000 students and almost 6,000 Erasmus students, being one of the main European regions hosting these programme students. They present 10 International Masters and participate in 4 “Erasmus Mundus”, the European Commission flagship for the promotion of quality in higher education and intercultural understanding through cooperation with third countries.

Source: <http://www.vlc-campus.com/?lang=en>

Description of instrument: Cooperation in higher education is necessary in the areas of curricula, funding and governance so that higher education institutions can face the challenges posed by globalisation and contribute more effectively to the training and retraining of the IPP regions’ workforce.

Instrument 9: Student mobility network

The aim of the instrument: to attract and retain new talents to IPP regions. Clear targeting of talent with specific skills can help build up a critical mass, which in turn can act as an attractor of other individuals and businesses³¹.

Best practice example: Language School (Eszak-Alföld)

Debrecen Summer School specialises in organising Hungarian language courses for foreign students. Launched at seven distinct levels in practically each month of the year, various courses offer 40, 50, 60, 80 or 120 language classes. The one-week super-intensive courses provide 50 class units. In the year 2011 about 1000 students learned Hungarian language, culture and history at the Debrecen Summer School. The office of the Debrecen Summer School employs 5 staff members, director and head of educational affairs. There are about 30 teachers working at the Summer School, mainly from the University of Debrecen.

Source: IPP (2012). Best practise inventory

Description of instrument: Mobility is enabling students to benefit from an educational, a linguistic and a cultural learning experience in other IPP regions; as well as promoting co-operation between institutions and to enrich the educational environment of host institutions; and contributing to the development of a pool of well-qualified, open-minded and internationally experienced young people as future professionals and to help students to adapt to the requirements of the wider labour market.

Action 5: Development of local regional partnerships among municipalities

The lack of external links and the limited cooperation of municipalities are important drawback factors to the accomplishment of a higher rate of innovation and, therefore, to generating growth and employment at regional level. Local regional partnerships have to be strengthened through effective coordination between municipalities and regions on the one hand and with the socio-economic actors (business community and associations) on the other hand. This necessity arises due to a European urban system which increases competition between cities.

Municipalities and public institutions are often unaware of the support instruments and structures available to support their activities for internationalization. In addition these drawback factors are often accompanied by low performance targets set by the funding authorities. The main instruments for building local regional partnerships among municipalities and regional institutions are the integration of internationalization in sectorial or horizontal policies as well as providing information and guidance for support of internationalization.

Instrument 10: City branding

The aim of the instrument: to create awareness of investment, tourism and living opportunities in IPP regions. The main focus will be on attraction of funds, tourism and talents flow to IPP regions.

Best practice example: "Paterna, City of Business"

Paterna is positioning itself as one of the most important business enclaves in Europe. It hosts the biggest and most modern fair in Spain. Paterna has following goals within the pilot project: (1) transfer of experience; (2) development of joint methodologies; and (3) establishment of collaboration between institutions and enterprises. Key findings are (1) brand "Paterna, City of Business" is created by an association led by Paterna Council and involving representatives from industry, services, retail, restaurants and hotels; (2) this city brand is a tool for territorial marketing used to promote the city as the biggest business enclave in Spain.

Source: IPP. (2011) Internationalization: a must for today.

Description of instrument: city branding is understood as the means both for achieving competitive advantage in order to increase inward investments and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest.

Instrument 11: Methodology for internationalization strategies for local authorities

The aim of the instrument: nowadays all around Europe local authorities (municipalities) more and more are tending to view internationalization as a potential and a benefit. However, in order to be effective, internationalization needs to be planned and strategic. This tool offers

methodological guidelines to develop internationalization strategies for local authorities. Target groups of the tool are local municipalities and regional agencies.

Best practice example: “Joint Declaration for the Development of Competitive Territories”

This Joint Declaration, signed by 10 local and regional authorities is an institutional commitment to strengthen the participation on the IPP and set the stage for broader collaboration and extensive in time promoting economic revitalization, promoting the location of productive activities and encouraging new job creation, through the coordination of the municipalities (at institutional and technical level) and their socio-economic actors (business community and associations). This declaration has been signed by the highest representatives of Paterna, Valmiera, Cesis, Daugavpils, Valencian Region, Magdeburg, Nyiregyháza, Jászfényszaru, Jászszág and Landkreis Anhalt-Bitterfeld.

Source: IPP (2012). Joint Declaration for the Development of Competitive Territories.

Description of instrument: **the methodology emerged as a** summary of the experience of the IPP project partners, combined with the theoretical literature sources. It develops a general approach to internationalization, thus serving as a starting point for all partners and other stakeholders (municipalities) who are free to adjust it for their particular use.

Instrument 12: IT platform for municipalities

The aim of the instrument: promote the exchange of information and experiences on strategies for promoting regional economic and employment promotion policies, including our local governments, by pooling the know-how acquired.

Best practice example: : “European Network of Municipalities for Internationalization and Territorial Competitiveness”

The creation of the online platform is configured as a tool for achieving the main objective of the proposal, which consists of creating of the “European Network of Municipalities for Internationalization and Territorial Competitiveness "considering that their implementation

provides the following benefits to IPP and future partners who will to join us:

- Provides a role to municipalities as relevant regional players in the internationalization process, allowing even the implementation of joint strategies in coordination with regional authorities.
- It is in line with the objectives of the Pilot Project II and also the one hand, is a step beyond the willingness to cooperate already expressed in the Joint Declaration, and the other is in line with the guidelines established in the methodology developed.
- It allows collaboration once the IPP finish and plus enrichment with the accession of new municipalities and / or territories.

Source: IPP (2012). 2nd pilot

Description of instrument: an idea to create an interactive platform (web) between municipalities, regions and their socio-economic actors in order to provide an instrument for development cooperation implemented under the IPP and provide instrumental support to the network, enabling the development of its objectives and commitments. It is about building a "common space" to develop a dynamic of territorial promotion.

Funding opportunities

Actions and instruments	Funding opportunities
<i>Action 1: Mutual learning for enhancing regional innovation capacity</i>	
Instrument 1: Peer reviewing and twinning of innovation policies	Competitiveness and Innovation Framework Programme, European Regional Development Fund, INTERREG IVC, Erasmus for all
Instrument 2: International workshops to develop e-government services	Life +, Competitiveness and Innovation Framework Programme ICT PSP, INTERREG IVC

<i>Action 2: Cooperation of clusters for reaching global competitiveness</i>	
Instrument 3: Building international network of clusters	Competitiveness and Innovation Framework Programme, EU Structural Funds, Intelligent Energy – Europe, COSME, INTERREG VC
Instrument 4: Co-designing public services for SMEs export activities	Competitiveness and Innovation Framework Programme, EU Structural Funds, The Intelligent Energy – Europe, COSME
Instrument 5: Cluster marketing	Competitiveness and Innovation Framework Programme, EU Structural Funds, COSME
<i>Action 3: Long-term partnership framework for creating knowledge assets</i>	
Instrument 6: Researchers network	Competitiveness and Innovation Framework Programme, EU Structural Funds, Horizon 2020
Instrument 7: . Regional Partner Facilities	European Regional Development Fund, The Intelligent Energy – Europe, Horizon 2020
<i>Action 4: Interregionally connected universities and research institutes for talent attraction and retention</i>	
Instrument 8: Cooperation projects among universities and research institutes	Erasmus for ALL and Horizon 2020.
Instrument 9: Student mobility network	Erasmus for ALL
<i>Action 5: Development of local regional partnerships among municipalities and regional institutions</i>	
Instrument 10: City branding	Culture Programme, INTERREG IVC
Instrument 11: Methodology for internationalization strategies for local authorities	INTERREG IVC

Instrument 12: IT platform for municipalities

Erasmus for ALL and other Life Long Learning programmes.

Appendix: List of possible partners

Leading partner is in charge of organising interregional cooperation projects, building and maintaining partnership networks and attracting funds within particular line of action. It is suggested to use project development workshop and pilot action methodology developed within IPP project.

Instrument 1: Peer reviewing and twinning of innovation policies

Leading partner	INNOVA Észak-Alföld Regional Development and Innovation Agency
Possible partners:	
Sachsen-Anhalt	Ministry of Science and Economy (Saxony -Anhalt Region)
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Regional Development Agency for the SMES enterprises of the Valencian Region (IMPIVA) OPIDI-CV (R&D and Innovation Projects Office of the CV)
Latvia	State Regional Development Agency (Latvia), Investment and Development Agency of Latvia, Riga Planning Region, Zemgale Planning, Region, Kurzeme Planning Region, Vidzeme Planning Region.
Észak-Alföld	Észak-Alföld Regional Development Agency Hungarian Investment and Trade Agency

Instrument 2: International workshops to develop e-government services

Leading partner	State Regional Development Agency (Latvia)
Possible partners:	
Sachsen-Anhalt	Ministry of Science and Economy (Saxony -Anhalt Region) Municipality of Halberstadt Administrative district Harz Municipality of Magdeburg Municipality of Halle Administrative district Anhalt-Bitterfeld

Comunitat Valenciana	Municipality of Paterna, Municipality of la Pobla de Vallbona Municipality of Enguera
Latvia	City Council of Daugavpils City Council of Valmiera City Council of Cēsis
Észak-Alföld	Municipality of Jászberény Municipality of Jászfényszaru Municipality of Nyíregyháza Municipal Association of Jászság Jász-Nagykun-Szolnok County Government Szabolcs-Szatmár-Bereg County Government

Instrument 3: Building international network of clusters

Leading partner	Ministry of Science and Economy (Saxony -Anhalt Region)
Possible partners:	
Sachsen-Anhalt	Helionat registered cooperative (for solar energy) Labor für Umweltschutz und chemische Analytik (LUS GmbH)
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Regional Development Agency for the SMES enterprises of the Valencian Region (IMPIVA) IMPIVA (SMES Institute of Valencia Region) SEIMED (Servicio Empresa e Innovación el Mediterráneo) Chambers of Commerce, Industry and Navigation from Valencian Region EICC - Indo-European Chamber of Commerce
Latvia	State Regional Development Agency (Latvia), Investment and Development Agency of Latvia, Riga Planning Region, Zemgale Planning, Region, Kurzeme Planning Region, Vidzeme Planning Region. Design Center of Latvia Innovation and Science Center of Vidzeme Contemporary Art Centre

Észak-Alföld	<p>INNOVA Észak-Alföld Regional Development and Innovation Agency Észak-Alföld Regional Development Agency Hungarian Investment and Trade Agency Chambers of commerce and industry in Hajdú-Bihar County Chambers of commerce and industry in Szabolcs-Szatmár-Bereg PRIMOM Foundation for Promoting Enterprises</p>
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Instrument 4: Co-designing public services for SMEs export activities

Leading partner	Fundación Comunidad Valenciana Región Europea
Possible partners:	
Sachsen-Anhalt	<p>EU Service Agency Saxony-Anhalt Enterprise Europe Network Saxony-Anhalt / tti Magdeburg</p>
Comunitat Valenciana	<p>IMPIVA (SMES Institute of Valencia Region) SEIMED (Servicio Empresa e Innovación el Mediterráneo) OPIDI-CV (R&D and Innovation Projects Office of the CV) Scientific Park of the University of Valencia ESPAITEC, Scientific & technologic Park of the Jaume I University of Castellón Industrial Park of “Fuente del Jarro”, TACTICA, L’Andana, Technology Park of Valencia, Technology Park of Valencia Industrial Park Fuente del Jarro Business Park Tactica Technological Park Industrial Park L’Andana Scientific Park of the Valencia University</p>
Latvia	<p>Investment and Development Agency of Latvia Innovation Center of University of Latvia Innovation Center of University of Latvia State Regional Development Agency (IT sector) 7FP Contact Point in Latvia Institute of Environmental Solutions, University of Latvia, Latvian Technological Institute Innovation and Science Center of Vidzeme Latvian Technological Centre VHTP Business Incubator in Ventspils Līvāni Business Incubator Rēzekne Business Incubator Jelgava Business Incubator RSU Business Incubator in Rīga Valmiera Business Incubator</p>

Észak-Alföld	Hungarian Investment and Trade Agency PRIMOM Foundation for Promoting Enterprises Europe Direct InfoPoints Szabolcs-Szatmár-Bereg County Development Agency Euro- Region House
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Instrument 5: Cluster marketing

Leading partner	State Regional Development Agency (Latvia)
Possible partners:	
Sachsen-Anhalt	Ministry of Science and Economy (Saxony -Anhalt Region) Helionat registered cooperative (for solar energy) Labor für Umweltschutz und chemische Analytik (LUS GmbH)
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Regional Development Agency for the SMES enterprises of the Valencian Region (IMPIVA) IMPIVA (SMES Institute of Valencia Region) SEIMED (Servicio Empresa e Innovación el Mediterráneo) Chambers of Commerce, Industry and Navigation from Valencian Region EICC - Indo-European Chamber of Commerce
Latvia	Investment and Development Agency of Latvia, Riga Planning Region, Zemgale Planning, Region, Kurzeme Planning Region, Vidzeme Planning Region. Design Center of Latvia Innovation and Science Center of Vidzeme Contemporary Art Centre
Észak-Alföld	INNOVA Észak-Alföld Regional Development and Innovation Agency Észak-Alföld Regional Development Agency Hungarian Investment and Trade Agency Chambers of commerce and industry in Hajdú-Bihar County Chambers of commerce and industry in Szabolcs-Szatmár-Bereg PRIMOM Foundation for Promoting Enterprises

Instrument 6: Building researchers network in renewable energy, medical technologies and pharmaceuticals

Leading partner	Fundación Comunidad Valenciana Región Europea
Possible partners:	
Sachsen-Anhalt	EU Academic Network Saxony-Anhalt
Comunitat Valenciana	AIDIMA – Technology Institute of Wood, furniture and Packaging. Network of Technological Institutes of Valencian Region (REDIT) ITM Material Technology Institute
Latvia	Institute of Economics (Latvian Academy of Sciences) Institute of Environmental Solutions Latvian Technological Institute Institute of Physical Energetics of Latvia Latvian Environmental Investment Fund
Észak-Alföld	INNOVA Észak-Alföld Regional Development and Innovation Agency

Instrument 7: Regional Partner Facilities

Leading partner	Ministry of Science and Economy (Saxony -Anhalt Region)
Possible partners:	
Sachsen-Anhalt	-
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Regional Development Agency for the SMES enterprises of the Valencian Region (IMPIVA) OPIDI-CV (R&D and Innovation Projects Office of the CV)
Latvia	State Regional Development Agency (Latvia), Investment and Development Agency of Latvia, Riga Planning Region, Zemgale Planning, Region, Kurzeme Planning Region, Vidzeme Planning Region.
Észak-Alföld	Észak-Alföld Regional Development Agency Hungarian Investment and Trade Agency INNOVA Észak-Alföld Regional Development and Innovation Agency

Instrument 8: Cooperation projects among universities and research institutes

Leading partner	Fundación Comunidad Valenciana Región Europea
Possible partners:	
Sachsen-Anhalt	EU Academic Network Saxony-Anhalt
Comunitat Valenciana	AIDIMA – Technology Institute of Wood, furniture and Packaging. Network of Technological Institutes of Valencian Region (REDIT) ITM Material Technology Institute UPV- Polytechnic University of Valencia Valencia International Campus of Excellence Polytechnics City of Innovation (CPI)
Latvia	Institute of Economics (Latvian Academy of Sciences) Institute of Environmental Solutions Latvian Technological Institute University of Applied Sciences (Valmiera). University of Latvia
Észak-Alföld	University of Debrecen College of Nyíregyháza College of Szolnok

Instrument 9: Student mobility network

Leading partner	INNOVA Észak-Alföld Regional Development and Innovation Agency
Possible partners:	
Sachsen-Anhalt	EU Academic Network Saxony-Anhalt
Comunitat Valenciana	UPV- Polytechnic University of Valencia Valencia International Campus of Excellence Polytechnics City of Innovation (CPI)
Latvia	University of Applied Sciences (Valmiera). University of Latvia
Észak-Alföld	University of Debrecen College of Nyíregyháza College of Szolnok

Instrument 10: City branding

Leading partner	Ministry of Science and Economy (Saxony -Anhalt Region)
Possible partners:	
Sachsen-Anhalt	Municipality of Halberstadt Administrative district Harz Municipality of Magdeburg Municipality of Halle Administrative district Anhalt-Bitterfeld
Comunitat Valenciana	Municipality of Paterna, Municipality of la Pobla de Vallbona Municipality of Enguera
Latvia	City Council of Daugavpils City Council of Valmiera City Council of Cēsis
Észak-Alföld	Municipality of Jászberény Municipality of Jászfényszaru Municipality of Nyíregyháza Municipal Association of Jászság Szabolcs-Szatmár-Bereg County Development and Environment Management Organisation Jász-Nagykun-Szolnok County Government Szabolcs-Szatmár-Bereg County Government

Instrument 11: Methodology for internationalization strategies for local authorities

Leading partner	State Regional Development Agency (Latvia)
Possible partners:	
Sachsen-Anhalt	Ministry of Science and Economy (Saxony -Anhalt Region) Municipality of Halberstadt Administrative district Harz Municipality of Magdeburg Municipality of Halle Administrative district Anhalt-Bitterfeld
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Municipality of Paterna Municipality of la Pobla de Vallbona Municipality of Enguera

Latvia	Riga Planning Region Zemgale Planning Region Kurzeme Planning Region Vidzeme Planning Region City Council of Daugavpils City Council of Valmiera City Council of Cēsis
Észak-Alföld	Észak-Alföld Regional Development Agency Municipality of Jászberény Municipality of Jászfényszaru Municipality of Nyíregyháza Municipal Association of Jászság Jász-Nagykun-Szolnok County Government Szabolcs-Szatmár-Bereg County Government

Instrument 12: IT platform for municipalities

Leading partner	Municipality of Paterna
Possible partners:	
Sachsen-Anhalt	Ministry of Science and Economy (Saxony -Anhalt Region) Municipality of Halberstadt Administrative district Harz Municipality of Magdeburg Municipality of Halle Administrative district Anhalt-Bitterfeld
Comunitat Valenciana	Fundación Comunidad Valenciana Región Europea Municipality of Paterna Municipality of la Pobla de Vallbona Municipality of Enguera
Latvia	Riga Planning Region Zemgale Planning Region Kurzeme Planning Region Vidzeme Planning Region City Council of Daugavpils City Council of Valmiera City Council of Cēsis State Regional Development Agency (Latvia)

Észak-Alföld	Észak-Alföld Regional Development Agency Municipality of Jászberény Municipality of Jászfényszaru Municipality of Nyíregyháza Municipal Association of JászságJász-Nagykun-Szolnok County Government Szabolcs-Szatmár-Bereg County Government
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Appendix: PESTEL analysis

Country	Political factors	Economic factors
Germany	<ul style="list-style-type: none"> • Government type: federal republic • Executive power: the Federal Cabinet (Bundesregierung) • Federal legislative power: the Bundestag (the parliament of Germany) and the Bundesrat (the representative body of the Länder, Germany's regional states) – responsible for national laws e.g. taxation, trade barriers, customs duties • Regional – Lander, Relatively independent – responsible for own facilities e.g. education, economic matters • Local – has some powers e.g. land tax and other local tax • Political party in power: CDU/CSU 33.8% (liberal conservatives) • Political stability: 84.9 (Score 0–100) 	<ul style="list-style-type: none"> • GDP: € 2652209. 3 million (2012 est.) • GDP - real growth rate: 0.7% (2012 est.) • Unemployment rate: 5.5% (2012 M06) • GDP - per capita: €31,700 (2011 est.)

	<ul style="list-style-type: none"> • Competencies of regional authorities (extracts from German Basic Law, Article 74) • the law relating to economic matters • urban real estate transactions, land law • the law of association • the regulation of educational and training grants and the promotion of research 	
Latvia	<ul style="list-style-type: none"> • Government type: parliamentary democracy • Executive power: the government • Legislative power: the government and unicameral parliament, Saeima • The Parliament is responsible for management of legal, administrative and economic life of the state. • Political party in power: Vienotība 18.8% (centre-right liberal conservatives) • Political stability: 76.8 (Score 0–100) • Competencies of regional authorities 	<ul style="list-style-type: none"> • GDP: € 21337.6 million (2012 est.) • GDP - real growth rate: 2.2% (2012 est.) • Unemployment rate: 15.9% (2012 M06) • GDP - per capita: €9,800 (2011 est.)

	<p>(extracts from Law "On Self-Governments" Article 15)</p> <ul style="list-style-type: none"> • to promote economic activity in the administrative area, reduce unemployment • issuing business permits and licenses • in accordance with the spatial plan of the municipality, to establish construction and usage rules of the land 	
Hungary	<ul style="list-style-type: none"> • Government type: parliamentary democracy • Executive power : the Council of Ministers • Legislative power: the government and the parliament • Municipalities are free to levy the statutory local taxes or not, within the limits of the statutory rates. • Political party in power: Fidesz 52.7% (centre-right national conservatives) • On 1 January 2012, a new constitution came into force, which impedes any successor government from changing policies 	<ul style="list-style-type: none"> • GDP: € 98723.9 million (2012 est.) • GDP - per capita: €10,000 (2011 est.) • Unemployment rate: 10.8% (2012 M06) • GDP - real growth rate: - 0.3% (2012 est.)

	<p>enacted by Fidesz</p> <ul style="list-style-type: none"> • Political stability: 82.5 (Score 0–100) • Competencies of regional authorities (Local Government Act): • Local development • Urban planning • Protection of the environment 	
Spain	<ul style="list-style-type: none"> • Government type: parliamentary monarchy • Executive power: the government • Legislative power: the Cortes Generales (General Courts), a bicameral parliament constituted by the Congress of Deputies and the Senate • Political party in power: People's Party 53.14% (centre-right liberal conservatives) • 17 regions which all have their own directly elected authorities. No uniform level of autonomy • Municipalities have statutory powers to make regulations, levy taxes, adopt their budgets • The state has the 	<ul style="list-style-type: none"> • GDP: € 1054399.1 million (2012 est.) • GDP - real growth rate: - 1.8% (2012 est.) • Unemployment rate: 25% (2012 M06) • GDP - per capita): €23,100 (2011 est.)

	<p>exclusive competence regarding customs and tariff regulations</p> <ul style="list-style-type: none"> • Political stability: 61.0 (Score 0–100) • Competencies of regional authorities (extracts from the Spanish Constitution, Section 148): • Management of environmental protection • The promotion of culture and research • The promotion and planning of tourism within its territorial area 	
Source:	<p>CIA - The World Factbook</p> <p>National constitutions</p> <p>Global Innovation Index 2012</p>	Eurostat

Country	Social factors	Technological factors
Germany	<ul style="list-style-type: none"> • Population: 81,305,856 (July 2012 est.) • Population growth rate: -0.2% (2012 est.) • Health expenditures: 8.1% of GDP (2009) • Life expectancy at birth: 	<ul style="list-style-type: none"> • Global Innovation Index 2012: 56.2 (Score 0–100) • Research & development (R&D): 60.7 (Score 0–100) • R&D performed by business, %: 68.2

	80.19 years	
Latvia	<ul style="list-style-type: none"> • Population: 2,191,580 (July 2012 est.) • Population growth rate: -0.598% (2012 est.) • Health expenditures: 8.1% of GDP (2009) • Life expectancy at birth: 72.93 years 	<ul style="list-style-type: none"> • Global Innovation Index 2012: 47.0 (Score 0–100) • Research & development (R&D): 27.9 (Score 0–100) • R&D performed by business, %: 36.4
Hungary	<ul style="list-style-type: none"> • Population: 9,958,453 (July 2012 est.) • Population growth rate: -0.184% (2012 est.) • Health expenditures: 8.2% of GDP (2009) • Life expectancy at birth: 75.02 years 	<ul style="list-style-type: none"> • Global Innovation Index 2012: 46.5 (Score 0–100) • Research & development (R&D): 40.4 (Score 0–100) • R&D performed by business, %: 57.2
Spain	<ul style="list-style-type: none"> • Population: 47,042,984 (July 2012 est.) • Population growth rate: 0.654% (2012 est.) • Health expenditures: 9.7% of GDP (2009) • Life expectancy at birth: 81.27 years 	<ul style="list-style-type: none"> • Global Innovation Index 2012: 47.20 (Score 0–100) • Research & development (R&D): 40.7 (Score 0–100) • R&D performed by business, %: 51.9
Source:	CIA - The World Factbook	Global Innovation Index 2012

Country	Environmental factors	Legal factors
Germany	<ul style="list-style-type: none"> • Area: total: 357,022 sq km • Climate: Temperate and marine; cool, cloudy, wet winters and summers; occasional warm mountain (foehn) wind • Terrain: lowlands in north, uplands in center, Bavarian Alps in south • Natural resources: Coal, lignite, natural gas, iron ore, copper, nickel, uranium, potash, salt, construction materials, timber, arable land 	<p>Legal system: civil law system</p> <p>Matters under concurrent legislative powers: labour law, including the organisation of enterprises, occupational health and safety, and employment agencies, as well as social security, including unemployment insurance;</p>
Latvia	<ul style="list-style-type: none"> • Area: total: 64,589 sq km • Climate: maritime; wet, moderate winters • Terrain: low plain • Natural resources: peat, limestone, dolomite, amber, hydropower, timber, arable land 	<p>Legal system: civil law system with traces of socialist legal traditions and practices</p> <p>The Latvian Labor Law is the principal source of employment law, regulating various aspects of employment law, such as:</p> <ul style="list-style-type: none"> • types and procedures for entering into collective agreements

		<p>and employment contracts;</p> <ul style="list-style-type: none"> • rights and obligations of the employer and employee; • remuneration rules; • termination of employment; and • work time and rest time, including vacation, public holidays, absence, illness, rest, breaks, etc <p>Health and safety issues are regulated by a separate law – Labor Protection Law</p>
<p>Hungary</p>	<ul style="list-style-type: none"> • Area: total: 93,028 sq km • Climate: temperate; cold, cloudy, humid winters; warm summers • Terrain: mostly flat to rolling plains; hills and low mountains on the Slovakian border • Natural resources: bauxite, coal, natural gas, fertile soils, arable 	<p>Legal system: civil legal system influenced by the German model</p> <p>Employment in Hungary is governed by the Hungarian Labour Code, and the court system is charged with enforcing the provisions of the Labour Code. A new Labour Code entered into force in Hungary on 1 July 2012. The New Labour Code is much less employee-friendly than the previous legislation. E.g. The minimum wage may vary by region and by different categories of workers.</p>

<p>Spain</p>	<ul style="list-style-type: none"> • Area: total: 505,370 sq km • Climate: temperate; clear, hot summers in interior, more moderate and cloudy along coast; cloudy, cold winters in interior, partly cloudy and cool along coast • Terrain: large, flat to dissected plateau surrounded by rugged hills; Pyrenees Mountains in north • Natural resources: coal, lignite, iron ore, copper, lead, zinc, uranium, tungsten, mercury, pyrites, magnesite, fluorspar, gypsum, sepiolite, kaolin, potash, hydropower, arable land 	<p>Legal system: civil law system with regional variations</p> <p>The State has exclusive competence over the following matters:</p> <ul style="list-style-type: none"> • Labour legislation, without prejudice to its execution by bodies of the Self-governing Communities. <p>Labour health and safety measures are in the competency of Self-governing Communities.</p>
<p>Source:</p>	<p>CIA - The World Factbook</p>	<p>CIA - The World Factbook</p> <p>National constitutions</p>

Appendix: Cooperational ideas published in Project search IT tool

Date of first idea uploaded: 30th March 2011

Date of last idea published/uploaded: 3rd December 2012

General information	
Registered users	228
Distinct organisation	188
Serarches	634
Published ideas	64

Search terms by popularity	
Terms	Searches
Energy	185
Environment	161
Toursim and culture	102

Training and education	100
Interregional cooperation	89
Innovation and research	84
Health	70
Social inclusion, employment and immigration	66
Information and communication technologies, audiovisual	65
Transport and city mobility	58
Water management	50
Security	36
Sports	32

Terms with published ideas by popularity	
Terms	Searches

Environment	20
Energy	17
Training and education	15
Interregional cooperation	14
Tourism and culture	12
Water management	6
Social inclusion, employment and immigration	6
Innovation and research	5
Transport and city mobility	4
Sports	3
Information and communication technologies, audiovisual	2
Security	1
Health	1

INTERREGIONAL
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Appendix: Clusters in IPP regions

Industries by Cluster observatory (2009)

Region	Industry	Employment	Specialization focus
Sachsen-Anhalt	Advertsing	1013	0.14
Sachsen-Anhalt	Artistic creation and literary creation	2918	0.41
Sachsen-Anhalt	Museums and preservation of historical sites and buildings	503	0.07
Sachsen-Anhalt	Printing and publishing	3364	0.47
Sachsen-Anhalt	Radio and television	520	0.07
Sachsen-Anhalt	Retail and distribution	833	0.12
Sachsen-Anhalt	Software	1623	0.23
Valencia	Advertsing	5934	0.31
Valencia	Artistic creation and literary creation	12086	0.63
Valencia	Museums and preservation of historical sites and buildings	2484	0.13
Valencia	Printing and publishing	12085	0.63
Valencia	Radio and television	8326	0.44
Valencia	Retail and distribution	6199	0.32
Valencia	Software	4959	0.26
Eszak-Alfold	Advertsing	287	0.06
Eszak-Alfold	Artistic creation and literary creation	2293	0.44
Eszak-Alfold	Museums and preservation of historical sites and buildings	1812	0.35
Eszak-Alfold	Printing and publishing	3179	0.61
Eszak-Alfold	Radio and television	323	0.06
Eszak-Alfold	Retail and distribution	1393	0.27
Eszak-Alfold	Software	382	0.07
Latvija	Advertsing	5157	0.52
Latvija	Artistic creation and literary creation	13188	-
Latvija	Museums and preservation of historical sites and buildings	6609	0.67
Latvija	Printing and publishing	10177	-
Latvija	Radio and television	2931	0.3
Latvija	Retail and distribution	3280	0.33
Latvija	Software	5639	0.57

Life sciences by Cluster observatory (2009)

Region	Industry	Employment	Specialization focus
Sachsen-Anhalt	Biotech	431	0.06
Sachsen-Anhalt	Medical devices	2614	0.36
Sachsen-Anhalt	Pharmaceuticals	2079	0.29
Valencia	Biotech	534	0.03
Valencia	Medical devices	1921	0.1
Valencia	Pharmaceuticals	1417	0.07
Eszak-Alfold	Biotech	140	0.03
Eszak-Alfold	Medical devices	2554	0.49
Eszak-Alfold	Pharmaceuticals	2363	0.46
Latvija	Biotech	337	0.03
Latvija	Medical devices	687	0.07
Latvija	Pharmaceuticals	2683	0.27

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²⁰ Ibid.

²³ European Commission. (2009). COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS Reviewing Community innovation policy in a changing world. Brussels, 2.9.2009 COM(2009) 442 final

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³⁰ European Commission. (2011). REGIONAL POLICY FOR SMART GROWTH IN EUROPE 2020. European Union Regional Policy. Directorate-General for Regional Policy.

²⁸ European Union (2011) Connecting Universities to Regional Growth: A Practical Guide. A guide to help improve the contribution of universities to regional development, with a view to strengthening economic, social and territorial cohesion, in a sustainable way.

³¹ European Union (2011) Connecting Universities to Regional Growth: A Practical Guide. A guide to help improve the contribution of universities to regional development, with a view to strengthening economic, social and territorial cohesion, in a sustainable way.