

# IPP

## BEST PRACTICE INVENTORY

**Final doc**

## Table of contents

INTRODUCTION .....	3
1. STRATEGIES .....	4
Saxony-Anhalt interregional (Saxony-Anhalt) .....	5
Latvian Investment Fund (Latvia) .....	8
Citymarketing Strategy (Paterna / Valencia) .....	11
2. TARGET GROUPS .....	15
EU academic network (Saxony-Anhalt) .....	16
Coordinated Information Tools (Valencia) .....	19
Information and Brainstorming on municipality level (Latvia) .....	23
Networking events for scientific and academic staff (Latvia) .....	25
Promoting Networking and Entrepreneurship (Valencia) .....	27
3. METHODS .....	29
Supporting staff mobility for internationalization (Eszak-Alföld) .....	30
Optimising use of resources by cooperation (Valencia) .....	33
Development of twin-city cooperation (Eszak-Alföld) .....	37
Social networking (Latvia) .....	40
4. Others .....	43
Samsung day (Eszak-Alföld) .....	44
Attraction of foreign investments (Latvia) .....	46
Language School (Eszak-Alföld) .....	48
City Marketing (Latvia) .....	51
Internationalisation office Magdeburg .....	53

## INTRODUCTION

The Interregional Partnership Platform (IPP) is an INTERREG IV C project aiming to improve the capacity of regions for innovation by increasing the performance of innovation intermediaries at local and regional level in the partner regions in European co-operation and EU innovation programmes. During the project the participating regions strived to identify and exchange successful access models to increase the outward orientation of innovation intermediaries and to develop a long-term framework of interregional know-how transfer among the local and regional actors.

The partners have identified main barriers to international cooperation, which include the access to information, limited experience, complicated application procedures, lack of co-financing and prefinancing, lack of management skills, the need for reliable partnerships and many others. During the project the partners have found several good practice examples, which aim to inform, motivate, develop skills and establish international relations and thus foster the outward orientation of local and regional actors, local and regional internationalisation strategies and the interregional cooperation for innovation and employment. These good practices have been described and compiled for this inventory according to the categories „Strategies”, „Target groups” and „Methods”. Several practices which did not fit these categories can be found as „Others”.

# 1. STRATEGIES

## Saxony-Anhalt interregional (Saxony-Anhalt)

General Characteristics of the practice	
1. Name of Organization	<b>State Chancellery of Saxony Anhalt</b>
2. Title of the practice (Instrument/Service)	<b>Sachsen-Anhalt Interregional</b>
3. Keywords	(max 5 keywords for easy identification of the practice) Funding for interregional projects, Operational Programme, ERDF / ESF
4. Problem addressed by the practice (question form allowed)	(maximal 30 words) Complicated application procedure of EU programmes as an obstacle to interregional cooperation, Lowering the entry barriers to allow local actors to participate in interregional cooperation and to gain experience
5. Precise target group and objectives	(very short information about the main target group and what the instrument is used for, maximal 50 words) Offering fundings for interregional cooperation projects via Operational Programme of ERDF and ESF, especially exchange of experience, conferences, qualification measures, pilot projects, forming networks Targeted at municipalities, other public bodies or associations cooperating with at least one partner from another member state of the EU
6. Description of the instrument / tool	<i>Detailed description of the instrument</i> The programme "Sachsen-Anhalt interregional" aims to support interregional projects with financing from the European Development Fund (ERDF) and European Social Fund (ESF). Projects must answer either the objective of the ERDF or ESF and the following measures can be financed: <ul style="list-style-type: none"><li>- exchange of experience on good practices (ERDF /ESF)</li><li>- conferences / seminars (ERDF /ESF)</li><li>- qualification measures (ESF)</li><li>- pilot projects (ERDF /ESF)</li><li>- studies / building networks (ERDF)</li></ul> Precondition for funding: ERDF: Cooperation with at least one local or regional administrative authority from another EU member state ESF: Cooperation with at least one local, regional or national public

	<p>authority from another EU member state</p> <p>Application available to: municipalities, other public bodies or associations</p> <p>Costs that can be financed: Expenditures directly related to the project</p> <p>Staff costs for personnel newly employed for the project Non-personnel costs, but no furniture, vehicles, real estate and property</p> <p>The programme offers funding only for the activities of partners from Saxony-Anhalt, who also need to contribute to the overall funding of the project. Consulting is offered to interested parties and a decision on the project proposal is made within a shorter amount of time.</p> <p><i>Human resources needed for implementing the instrument</i></p> <p>1 person responsible for consulting on project proposal in the State Chancellery,</p> <p>Personnel of the Development Bank of Saxony-Anhalt responsible for preparing decision on project proposal, reimbursement of contribution for expenditures checking of project documentation</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>Development Bank of Saxony-Anhalt as Implementing Body</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>5,2 Mio. € (incl. regional co-financing) foreseen for the period 2007 - 2013</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Programme was initiated in 2008</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The programme offers funding for interregional cooperation of local actors and lowers the entry barriers. Interregional projects can be developed independently of calls of proposals, the time frame for a decision on the proposal is limited. Thus the programme enables less experienced actors to initiate cooperation projects and gain experience in interregional cooperation and project management.</p> <p><i>What are the success factors of the tool?</i></p> <p>The program is defined by guidelines, opening it to a large variety of topics and allowing for flexibility with regard to the rate of co-financing. It requires a contribution of the applicant, whose share is defined by the granting authority. Furthermore contributions might consist of capital resources, but might also be covered by staff costs or donations.</p> <p>In general the program offers direct contact to the granting authority, applications can be submitted independently of calls for proposals and the assessment procedure is carried out in a timely manner. There are no language barriers as proposals can be submitted in German. The proposal also does only require the support of at least one interregional partner.</p>

	<p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>Close relationships or negotiations are needed with partners from other EU member state, as they must be able to fund their own activities or have other funding available.</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>Funds for interregional cooperation need to be included in the Operational Programme.</p>
8. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p>
9. Contact	<p>Name: <a href="#">Stefanie Diedrich</a></p> <p>E-mail: <a href="mailto:stefanie.diedrich@stk.sachsen-anhalt.de">stefanie.diedrich@stk.sachsen-anhalt.de</a></p> <p>Website: <a href="http://www.sachsen-anhalt.de">www.sachsen-anhalt.de</a> → Politik und Verwaltung → Europa + Internationales → Förderung der internationalen Zusammenarbeit</p>
<b>Comment Box:</b>	
(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practice.)	
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## Latvian Investment Fund (Latvia)

General Characteristics of the Practice	
Name of Organization	Latvian Environmental Investment Fund (SIA "Vides investīciju fonds")
Title of the practice (Instrument/Service)	The Operation and Development Strategy
Keywords	Environmental Management, Environmental Infrastructure, Sustainable Construction, Renewables, Energy, Sustainability, Awareness raising
Problem addressed by the practice (question form allowed)	Formation of development and cooperation project consortium for EU and International program project calls for proposals.
Precise target group and objectives	<ol style="list-style-type: none"> <li>1) Experienced and ambitious lead partner</li> <li>2) Suitable project partners- experienced and with complimentary knowledge and expertise to contribute the consortium</li> <li>3) Beneficiaries and support partners – municipalities, agencies, public entities and associations</li> </ol>
Description of the instrument / tool	<p>The Operation and Development Strategy of the Latvian Environmental Investment Fund 2011-2013 envisages the following priorities:</p> <ul style="list-style-type: none"> <li>• Financial services – issuing loans, combining local and foreign (Phare, ERDF) financial resources in order to support municipalities and commercial companies in implementation of environmentally favorable projects</li> <li>• Program management –pooling financial resources for implementation of environmental infrastructure projects</li> <li>• Supervision of implementation of climate change financial instrument (CCFI) co-financed projects</li> <li>• Development of cooperation projects – dissemination of knowledge - the Fund's staff participated as short term experts in Kosovo, Moldova, Serbia, Azerbaijan, Georgia, Kurdistan Region of Iraq on the following topics – environmental policy development, environmental projects financing schemes, sectorial policies – water sector development, waste management etc.</li> <li>• Awareness raising and information dissemination among clients and general public</li> </ul>
Experience with the instrument and transferability	<i>How long have you been working with the instrument?</i>



	<p>2011-2013</p> <p><i>Why do you think the instrument is useful and necessary</i></p> <p>It structures the cooperation work and the priorities of the Fund. It also defines the goals and gives the performance indicators how to measure them. The results of the Funds activities have to be reflected by the reports of activities in every quarter of a year. The results are discussed at the operational meetings with the members of the Board with important feedback succeeded.</p>
<p>Be aware...</p>	<p>Operation and Development strategy is very useful tool to organize and structure the cooperation processes of the Latvian Environmental Investment Fund. It is necessary to find the partners which can contribute the best for the project consortium but it is important to cooperate with the ones company can trust as well. Sometimes the application process for new program may start by having already very well-known and trustable partners. The best practice would be to have an idea of project first and then search for suitable funding program and consortium partners. But in practice the project consortium could be made in opposite manner. If the company are having great consortium from previous projects it could be a great start for developing the new project idea.</p>
<p>Contact</p>	<p>Project manager: Selina Abelniece</p> <p><a href="mailto:Selina.abelniece@lvif.gov.lv">Selina.abelniece@lvif.gov.lv</a></p> <p>+371 67845111</p> <p>Gertrudes street 10/12</p> <p>Riga, LV-1010</p> <p>LATVIA</p>
<p><b>Comment Box:</b></p>	
<p>The Latvian Environmental Investment Fund which is 100% owned by the Ministry of Environmental Protection and Regional Development of Latvia, operates with the aim to reduce environmental pollution, promoting the implementation of environmental protection projects and also to increase the capacity of municipalities and commercial organizations in preparation and carrying out of qualitative and effective environmental infrastructure development projects from their idea to realization.</p> <p>The Fund has worked with development of different environment protection and environment friendly projects from idea until its implementation for over 15 years. Activities are directed to reach maximal environment improvement, supporting commercial activities in public and private sector, stimulating financing attraction for project realization for environmental and business infrastructure development. Employees and experts of the Fund have at least 10 years of experience in implementation and coordination of international projects. Starting year 2010 the Fund provides supervision of implementation and post-implementation monitoring of projects co-financed by Climate change financial instrument (Green investment scheme- co-financing approximately 200 million EUR).</p> <p>There are enterprises, public utilities, local authorities, associations and research centers among our partners. Working on a lot of energy related projects we have amassed remarkable experience and a wide network of contacts. We work in close collaboration with many local authorities regarding project development and project management, event and training organization and knowledge transfer</p>	

actions.

As partner for cross-border territorial development and development cooperation projects we can contribute:

- the project management,
- carry case studies, technology transfer and dissemination activities,
- organize trainings and informative events,
- manage project communication activities, etc.

Our team of experienced project managers and financial managers consists of highly qualified professionals coming from diversified competency fields which enable us to cover quite a wide range of topics. The Fund ensures the project implementation with high management quality and according to the National and Program rules and requirements.

## Citymarketing Strategy (Paterna / Valencia)

General Characteristics of the Practice	
Name of Organization	Municipality of Paterna
Title of the practice (Instrument/Service)	Citymarketing strategy: "Paterna, City of Business"
Keywords	Territorial Competitiveness, Internationalization, Citymarketing, Positioning, Institutional strengthening
Problem addressed by the practice (question form allowed)	<ul style="list-style-type: none"> <li>• How to promote internationally our municipality?</li> <li>• How to promote the location of productive activities and encourage new job creation?</li> <li>• How to compete with other territories?</li> <li>• How can we differentiate?</li> </ul>
Precise target group and objectives	<p>Show Paterna as a city with location factors that make it an excellent opportunity to invest and create activity, both traditional business activities, future activities as telecommunications, R&amp;D, advanced services, leisure...</p> <ul style="list-style-type: none"> <li>• National and international investors</li> <li>• Opening of new branches of existing companies</li> <li>• Business tourism</li> </ul>
Description of the instrument / tool	<p>Creation of the association "Paterna, City of Business", comprising the City Council and all operators of the municipality, not only industrial enterprises, but also trade, catering and hospitality, for the implementation of a policy of business promotion, within what is called "city marketing", in a context of increasing long distance competition, with the aim of disseminating the attractions of Paterna as a city with a strong tradition of business through the creation of the brand "Paterna, city of businesses" as a sign of identity and marketing tool."</p> <p>To facilitate adherence, this association is not for profit interest and does not require quotes or costs for associated.</p> <p>The actions to perform are:</p> <ul style="list-style-type: none"> <li>• Creation and design of the brand „Paterna, City of Business”, as a sign of identity and tool for territorial marketing. This brand should be disseminated by its partners and business of the made logo in those documents and supports (Web, multimedia presentation, spots...)</li> </ul>

	<ul style="list-style-type: none"> <li>• Development of a website and brochure</li> <li>• Increase presence in the media.</li> <li>• Participate with a joint image in Forums, Fairs, Congresses. Holding events promoting the image of Paterna</li> </ul> <p><i>Human resources needed for implementing the instrument</i></p> <ul style="list-style-type: none"> <li>• The staff of the Economic Promotion Area of the municipality of Paterna</li> <li>• The personnel of other municipal departments (culture, tourism, infrastructure...) relationship with competition in the content and objectives of instrument/tool</li> <li>• Representatives of business and managers in various business associations</li> <li>• Support of external consultants specialized in City Marketing.</li> </ul> <p><i>Who else is involved in the implementation of the tool?</i></p> <ul style="list-style-type: none"> <li>• The economic agents of the municipality located in the business areas. SMEs,</li> <li>• Agents of technology and research through the technological institutes clustered in the Redit network and the research institutes of the Science Park of University of Valencia.</li> <li>• Other economic agents of the municipality located in the town. Trade, services, hospitality and catering through the Association "Paterna, city of business"</li> <li>• Other social actors in the municipality, through the Municipal economic and Social Council: trade unions, associations, civil organizations, financial institutions...</li> </ul> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>The cost is minimal as it is used by City staff for the revitalization and management of the Association and material design and content development.</p>
Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>The tasks to form the Association began in 2010. The Association was officially constituted in 2011. The brand, logo, brochure and the Website have also been developed in late 2011.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The globalization has also generated a context of increasing competitiveness between regions and cities, where the search for</p>

	<p>regional competitiveness should become a concern of public managers, demanding to undertake actions related to each other within a public policy strategy of promoting local economy, aimed at creating an image that permits an international projection in accordance with the desired positioning, raising awareness of the positive externalities generating competitive advantages of our municipalities, and providing in turn, the presence abroad of our SMEs as a way out of the current adverse situation.</p> <p>Moreover, "Paterna, City of Business" establishes a model and a policy management, agreed between local administration and business that implies that the several socioeconomic actors assume from the beginning that the effort for the development is a shared one and that the responsibilities of this development are also shared.</p> <p><i>What are the success factors of the tool?</i></p> <p>Achieving a "favorable environment" for the territorial development and establish the basis of a new business culture, based on public-private collaboration and the local innovation capacity.</p> <p>It is essential to sensitize representatives and city leaders on the implications and components of the Citymarketing plan as a process to integrate their individual efforts to a common process for the city and encourage joining as active agents in the process and know their perceptions of the city.</p> <p>The City Marketing Strategy must:</p> <ul style="list-style-type: none"> <li>▪ Coordinate with the general objectives of the city, reflected in its Development Plan.</li> <li>▪ Integrate with the interests of public and private actors in the city.</li> <li>▪ Focus on qualitative goals (improving the image or positioning of the city in a given market, etc.).</li> <li>▪ Have a completion time.</li> <li>▪ Motivate all citizens to their achievement.</li> <li>▪ Comply with the available resources that enable marketing strategies realizable</li> </ul> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>Although this question is really answered above, if it is appropriate to add that:</p> <ul style="list-style-type: none"> <li>• The actors or agents of the formulation and implementation of actions of a City Marketing Plan are those who, by his representative or his daily task, make the image of the place, work</li> </ul>
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	<p>on infrastructure, promote the attractions and are part of the process education, training and information of the people.</p> <ul style="list-style-type: none"> <li>• It is essential to sensitize representatives and city leaders on the implications and components of the Citymarketing plan as a process to integrate their individual efforts to a common process for the city and encourage joining as active agents in the process and know their perceptions of the city.</li> <li>• It is not enough to sell a brand, there must be response through the creation of the Municipal Investment Agency: attention to potential investors</li> </ul> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>It is to internationalize a company and that company is the city that sells products and services: cultural, economics (SMEs), tourism, scientific, educational.</p> <p>Each city must give value to their potential, their advantages.</p>
<p>Be aware... <i>Tenga en cuenta ...</i></p>	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i> <i>-&gt; please also share this type of experience with us</i></p> <p>The results of Citymarketing obtained in the medium and long term. The tool does not take enough time to be implemented and evaluate results.</p>
<p>Contact</p>	<p>Name: José María Martínez Santamaría E-mail: <a href="mailto:martinez.im@ayto-paterna.es">martinez.im@ayto-paterna.es</a> Website: under construction</p>
<p><b>Comment Box:</b></p>	
<p>The start of this project was the creation of Economic Interest Grouping, was considered by the European Commission as a best practice in web "linking local actors" in the topics: urban areas, public-private partnership, Local Development and Business suport.</p> <p>Recently, the economic magazine "Executives" has awarded the prize for Project of the Year at the Comunidad Valenciana to "Paterna, City of Business". Moreover we have also been selected as finalists in the awards' Territory and Marketing "opting for the first prize in the event to be held on 18 October in Barcelona (<a href="http://www.territorioymarketing.com/encuentro/">http://www.territorioymarketing.com/encuentro/</a>)</p>	

## **2. TARGET GROUPS**

## EU academic network (Saxony-Anhalt)

General Characteristics of the Practice	
Name of Organization	EU academic network Saxony Anhalt
Title of the practice (Instrument/Service)	EU academic network Saxony Anhalt
Keywords	(max 5 keywords for easy identification of the practice) EU services, researchers, information, consultation, project management
Problem addressed by the practice (question form allowed)	(maximal 30 words) Lack of information on EU funding sources for research and development projects, lack of experience in application procedure and project management as obstacle to interregional and international cooperation
Precise target group and objectives	(very short information about the main target group and what the instrument is used for, maximal 50 words) 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 successfully in gathering funding for their research. Target groups are researchers, research administrators, and steering boards of universities
Description of the instrument / tool	<i>Detailed description of the instrument</i> The EU academic network offers the following services <ul style="list-style-type: none"> <li>- communicating information about EU research funding through consulting, internet, and information events,</li> <li>- supporting project planning and project implementation,</li> <li>- providing support in proposal writing,</li> <li>- offering project management,</li> <li>- informing the universities' boards and administrations with respect to EU research funding,</li> <li>- coordinating joint activities and cooperating with other support structures on regional, national and international level.</li> <li>- offering guidance in IPR issues</li> </ul> <p>The network offers advisory services for concrete project proposals. Based on „Orientation papers” researchers are notified on the contents of upcoming calls in advance.</p>



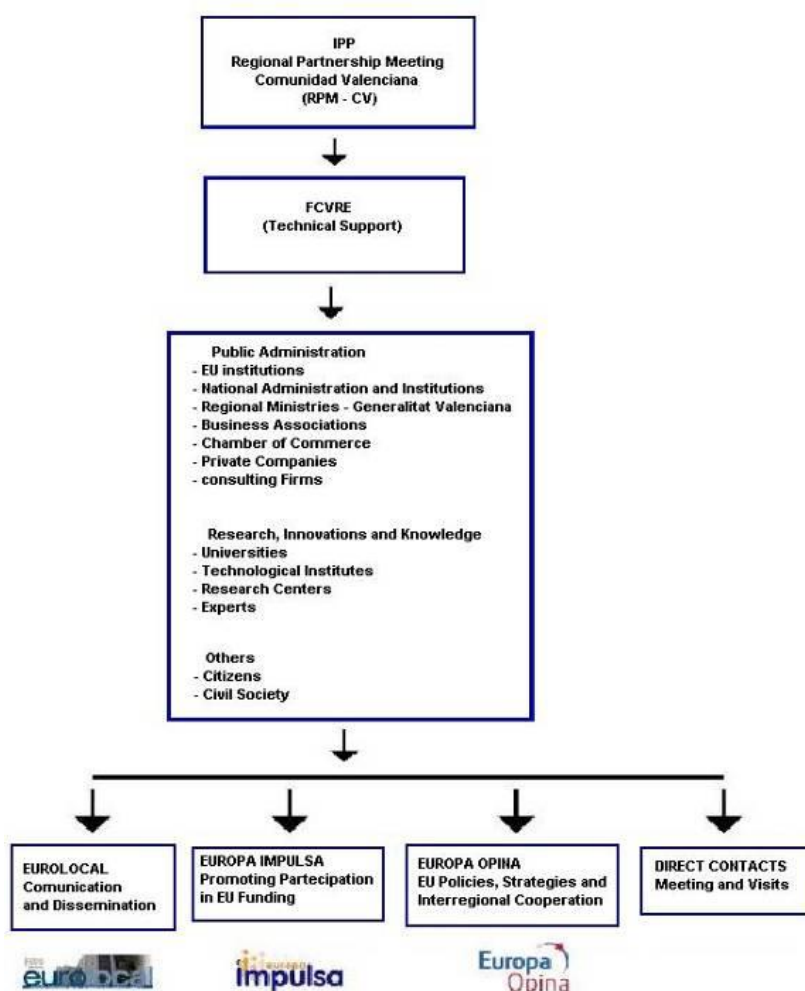
	<p>More than 20 individual conferences, seminars and webinars have been organised during the last year in order to inform comprehensively and target-oriented about the funding possibilities, requirements of project management and chances of EU research funding for universities.</p> <p><i>Human resources needed for implementing the instrument</i></p> <p>2 offices located at 2 universities providing services for those universities and 6 universities of applied sciences in Saxony-Anhalt</p> <p>4 full-time employees, 2 part-time employees (5,5 full-time equivalents)</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>Ministry of Science and Economy of Saxony Anhalt</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>Costs for human resources, travel costs for staff, travel costs for scientist for participation on brokerage events and other networking events, costs for consumables and implementation of information events and workshops</p>
Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>The EU academic network has been officially founded in March 2011, which has been built on the offices of EU funding experts operating since 2009.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>Researchers do not necessarily know about the existing funding sources and the requirements of project management. Through the EU academic network they are provided with information about programmes, receive support in the application process and the project management, while they can concentrate on the research. The provided services support researchers in taking part in interregional and european cooperation projects by lowering the entry barriers.</p> <p>The network has set a signal of Europeanisation at the institutions of higher educations and has developed expert knowledge for the development EU-project proposals and the management of projects.</p> <p>At the universities awareness on EU research funding has been raised and it is expected that the participation in FP7 projects will be increased until the end of the programme duration.</p> <p><i>What are the success factors of the tool?</i></p> <p>Consulting services and training offers need to be publicised. Consulting should be offered proactively and close cooperation with the administration is favourable. The activities of the network can only produce sustainable results if the network is running in the long-term. Through the connection of services for all universities there is a critical mass of projects. That is a precondition to offer the support in</p>

	<p>a good quality and quantity and to collect experiences.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>Staff experienced in proposal development, good communication with researchers of different faculties and administration</p> <p>Staff is regularly trained on new developments in the EU programmes and in project administration issues</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>No</p>
Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p>
Contact	<p>Name: <a href="#">Mrs. Dr. Sigrid Köhne/ Mrs. Martina Hagen</a></p> <p>E-mail: <a href="mailto:Sigrid.koehne@verwaltung.uni-halle.de">Sigrid.koehne@verwaltung.uni-halle.de</a>  <a href="mailto:martina.hagen@ovgu.de">martina.hagen@ovgu.de</a></p> <p>Website: <a href="http://www.euhoerschulnetz-sachsen-anhalt.de">www.euhoerschulnetz-sachsen-anhalt.de</a></p>
<b>Comment Box:</b>	
<p>(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practice.)</p> <p>-</p>	

## Coordinated Information Tools (Valencia)

General Characteristics of the Practice	
Name of Organization	Fundación Comunidad Valenciana Región Europea, in cooperation with the Ministry of Presidency of Valencian Regional Government (DG European Affairs)
Title of the practice (Instrument/Service)	RPM-CV Structure Regional Partnership Meetings Structure and Methodology
Keywords	Information, Motivation, Participation, Coordination, EU Projects & Programmes.
Problem addressed by the practice (question form allowed)	Need to be more effective, and optimize the regional, national and EU resources, of different EU Projects and initiatives, focus on the same target, subject and regional / local actors.  As far as there are many EU projects and initiatives running at the same time that involve the same regional & local actors, it was need to coordinate them under a common strategy to optimize the resources involve and to increase and multiply, the performance and results.
Precise target group and objectives	This Innovative Partnership Meeting Structure Platform intends to implement an effective and efficient strategy of involvement of a larger group of local/regional actors and intermediaries in EU Initiatives, to detect the areas of greatest interest for Interregional Cooperation to the Valencian society and to provide information and to motivate about the opportunities of the European Programs and Projects, interregional cooperation opportunities.  The main objective is to bring the European reality closer to the intermediate bodies for innovation at regional and local level, in a coordinate way, bringing closer its policies and initiatives, as well as to make known the opportunities provided by the European Union, specially in the framework of IPP project.
Description of the instrument / tool	This platform for RPM has different tools depending on the subject, scope, intended audience, topics addressed. Examples of thematic are: Energy, Consumers, European Funding, Environment, Crisis and Employment, with impact on different levels, i.e. local and regional. These initiatives are the following:  <ul style="list-style-type: none"> <li>•Europa Opina: discussion with several experts about important issues such as energy challenges, water saving or European subventions to the sectors of our economy. The forum Europa Opina is designed to provide a service for opinion leaders and the people involved in the development of policies, with the aim to create a debate about current issues and the European and Valencian needs in cooperation with other European Regions.</li> </ul>

- Europa Impulsa: it is a series of conferences promoted by the FCVRE and the Directorate General of EU Affairs (Regional Ministry of Presidency), aimed at promoting participation of the Valencian community in EU funding.
- Eurolocal: it is a newsletter which was born with the vocation of being a bridge between the EU and Valencian civil society with special focus on municipalities. This newsletter gives some examples about to participate in European proposals and opportunities for interregional cooperation at EU level.
- Direct contacts, meetings and visits: After the different events (Europa Opina / Implulsa), and for specific project ideas or EU initiatives, experts from the FCVRE participate in direct contacts and meetings to give support on strategic project proposals and best partner structure.



*Human resources needed for implementing the instrument (i.e. 2 working days/ month)*

It depends on the event, but most of the work is done on the framework of the IPP Project.

	<p><i>Who else is involved in the implementation of the tool?</i></p> <p>It depends on the event, but some of the organizations involve are as follow: Regional &amp; Local entities related to EU Programmes, such as IMPIVA, SEIMED, DG projects &amp; Funds, DG EU Affairs, Local development Agencies, Universities, Technological Institutes, Enterprise Associations, Chambers of Commerce, Municipalities, etc..</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>The cost are minimum, because it is used the synergy of every entity involve in each event, on a win-win bases.</p>
Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>During the last two years.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The mentioned action of implementation of the RPM, has given successful results for interregional cooperation, specially in:</p> <ul style="list-style-type: none"> <li>• detecting the areas of greatest interest for Interregional Cooperation among the Valencian society;</li> <li>• providing information about European Programs/Projects and interregional cooperation opportunities, specially in the framework of the IPP Project;</li> <li>• Bringing European reality &amp; IPP Project activities closer to a very specialized audience, including government and political entities, businesses, intermediary bodies, etc., in the fields related to innovation and development at local and regional levels.</li> </ul> <p><i>What are the success factors of the tool?</i></p> <p>Coordination of all the initiatives and give a direct, usefull and practic information for the participants. Always the feedback has been very good, and the participants say that the value for the time spend is very high.</p> <p>During each event (seminar / workshop / Conference / ...) We have had a very large number of participants, and quality level of participants (regional &amp; local decision makers, and stakeholders)</p> <p>For example, some events of „Europa Impulsa”</p> <p>Conference &amp; Workshop (Europa Impulsa) where "European Funding Opportunities" are discussed. Taking place in Valencia, on 4th April, they gathered more than 400 attendees, among Local &amp; Regional Government reps, Entrepreneurs, Business sector and Public Institutions reps.</p> <p>Seminar "Opportunities of European Programmes" (Europa Impulsa), taking place on 17th May at the Municipality of Utiel. More than 50 attendees, among local &amp; regional authorities, Local Development Agents, entrepreneurs, private &amp; public entities, Industrial and business associations, etc...</p> <p>Conferences, Seminars &amp; Workshops (ECOFIRA-EGETICA-EFIAQUA). On 16,17,18th February 2011, the 10th edition of the “Feria</p>

	<p>Valencia - International Fair for Environment solutions". More than 150 attendees.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>It is very important the skills &amp; knowledge of the staff on project management, communication and dissemination activities, EU Programs &amp; Projects, a wide knowledge about the possibilities of their Region / Country, and other EU Countries. Also it is important to have close and good contacts with the main regional actors, decision makers, and stakeholders.</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>This initiative must be supported by the Regional Government at political level, and in line with the Regional &amp; Local strategy of the organizations.</p>
Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p> <p>It is important not to see the EU Opportunities only as a way to get EU money. The most important is the opportunity you have to develop your strategy and improve your organization in cooperation with other EU Organizations from different countries.</p>
Contact	<p>José L. Muñoz Head of European Territorial Innovation.</p> <p><b>Fundación Comunidad Valenciana - Región Europea</b> C/ Juristas, 10. E-46001 Valencia (SPAIN) Tel: +34 963.184.403</p> <p>email: <a href="mailto:munyoj_losbon@gva.es">munyoj_losbon@gva.es</a>; web: <a href="http://www.ueqva.info">www.ueqva.info</a> ;</p>
<b>Comment Box:</b>	
(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practise.)	

## Information and Brainstorming on municipality level (Latvia)

General Characteristics of the Practice	
1. Name of Organization	Zemgale Planning Region
2. Title of the practice (Instrument/Service)	Seminārs par EK programmām un iniciatīvām Seminar about EC programmes and initiatives
3. Keywords	Informative seminar, brain storming
4. Problem addressed by the practice (question form allowed)	There is lack of understandable, qualitative information about EC programmes and initiatives, as there are no one common web site where it is possible to find it. Many municipalities don't know about programmes where they can participate.
5. Precise target group and objectives	Main target groups are municipalities, municipal institutions, NGOs'. Seminar is used for giving compact information about all (or almost all) EC programmes and initiatives where municipalities, municipal institutions and NGOs' of Zemgale Planning Region can apply for funding. Information is prepared in three groups; regional development, culture and social sphere.
6. Description of the instrument / tool	<p><i>Detailed description of the instrument</i></p> <p>Seminar is full day event and contains also brain storming part. We divided it into 3 sessions: for culture specialists, for social services providers and for specialist of regional development. These 3 spheres are the most important for Zemgale municipalities. While lecturer were giving information about programmes and initiatives for regional development, providers of social services and culture specialists had separate brain storming sessions in other premises.</p> <p>Main target for brain storming is to introduce specialists with each other, to acknowledge existing problems and find whether these problems could be solved within the common projects.</p> <p>Also this event is great opportunity for Zemgale Planning Region to introduce with their specialists and tell all municipalities about activities which are done in all fields.</p> <p>During the brainstorming part we were asking to fill simple SWOT analyse for identified problems. Therefore it is possible to see whether problem should be solved within the municipality or the problem is wider and could be solved though international project.</p> <p><i>Human resources needed for implementing the instrument (i.e. 2 working days/ month)</i></p> <p>As this instrument was planned as project activity, we were 4 persons (PR specialist, lector, 2 persons for technical organizations) working on</p>



	<p>organization of this event.</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>From organizational side – no one, but it is important to have support and interest from municipalities.</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>1 event costs about 1200 EUR (lector, rent of premises, catering, office supplies).</p>
<p>7. Experience with the instrument and transferability</p>	<p><i>How long have you been working with the instrument?</i></p> <p>We have tried it only once, but results were really good.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>Yes, the instrument is useful and should be organized twice per year.</p> <p><i>What are the success factors of the tool?</i></p> <p>It is important to organize it before project calls or as soon as some programmes have launched a project call.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision-makers or stakeholders...)</i></p> <p>1) Find good lector or lecturers who can prepare good information about all interested sectors (in our case – culture, social sphere and regional development).</p> <p>2) to find proper premises and moderators for brainstorming activities</p> <p>3) organize it in „right” time!</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>no</p>
<p>8. Be aware...</p>	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p>-&gt; please also share this type of experience with us</p>
<p>9. Contact</p>	<p>Linda Šarke – Fedjajeva</p> <p><a href="mailto:linda.sarke@zpr.gov.lv">linda.sarke@zpr.gov.lv</a></p> <p>+371 63021250</p>
<p><b>Comment Box:</b></p>	
<p>(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practise.)</p>	



## Networking events for scientific and academic staff (Latvia)

General Characteristics of the Practice	
1. Name of Organization	Vidzeme University of Applied Sciences
2. Title of the practice (Instrument/Service)	<p><i>Café Scientifique</i> (as one of the tools)</p> <p>- where the leading researchers from ViA faculties and Scientific Institute discuss and demonstrate significant research in social sciences and engineering. Programme of activities includes introduction with researchers' studies, researchers' dating, discussions between researchers and audience. In the result an interdisciplinary approach is enabled, audience (local governments, entrepreneurs and enterprises) is informed about cooperation possibilities (knowledge transfer) and calls for proposals for implementing this cooperation</p>
3. Keywords	Introduction with researchers' studies, researchers' dating, discussions between researchers and audience (local governments, entrepreneurs and enterprises), knowledge transfer
4. Problem addressed by the practice (question form allowed)	Problem – information exchange between University and target audience. All the target audiences are not reached by mentioned tool of practice. University has to do a lot of communication work, social networking to promote target audience to participate
5. Precise target group and objectives	<p><i>Scientific and academic staff</i> (the target group) – entrepreneurs, employees at state and governmental institution.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• new experience ( exchange projects)</li> <li>• more contemporary skills (improving study programmes)</li> <li>• opportunity to implement projects with practical use (labour market research and development of strategic plan on national level)</li> <li>• opportunity to develop, produce and sell products according to market need (cooperation between scientific institution and entrepreneurs)</li> <li>• gain of new cooperation skills (good practice as a motivator for further cooperation, existing cooperation as example of functioning cooperation mechanism)</li> </ul>
6. Description of the instrument / tool	<p><i>Café Scientifique</i></p> <p>- devoted to specific topics and research fields (social sciences and engineering, interdisciplinary approach), innovation and study process or implementation of research projects supported</p>

	<p>by EU</p> <ul style="list-style-type: none"> <li>- participants are the leading researchers from ViA faculties and Scientific Institute, scientific and academic staff, students, representatives from local governments and enterprises, entrepreneurs</li> </ul> <p>University department regarding EU project issues communicate with scientists and academic staff and organize the implementation of cooperation projects. Directly involved in this process are university institute and faculties.</p>
7. Experience with the instrument and transferability	<p>This instrument is one of ViA scientific traditions and is used successfully and regularly for 2 years. <i>Café Scientifique</i> takes place twice a year.</p> <p>The efficiency of the tool results in increased number of project applications, popularization events, improving of study programmes and cross boarder and international cooperation projects (Norway grants, 7th Framework, etc.).</p> <p>Instrument is very useful and necessary because it brings together academic/scientific environment and state governmental and business environment, it helps to promote scientific research results that are important and useful for state and business institutions. Cooperation between researchers and these institutions are promoted and new ideas for joint projects are defined as well.</p>
8. Be aware...	
9. Contact	<p>Zane Kalniņa</p> <p><a href="mailto:Zane.Kalnina@va.lv">Zane.Kalnina@va.lv</a></p>
<b>Comment Box:</b>	

## Promoting Networking and Entrepreneurship (Valencia)

1. Name of the organisation	Valencian Institute of the Small and Medium-sized industry (IMPIVA)
2. Title of the practice (Instrument/Service)	ENTREPRENEURS' DAY
3. Keywords	Entrepreneurship, innovation, networking, business and development
4. Problem addressed by the practice	Promoting and boosting entrepreneurship, new business creation, innovation and growth of existing ones. Enterprises development for the society's benefit.
5. Precise target group and objectives	Entrepreneurs, innovators and enterprises. The entrepreneurship & innovation sector. Through inter-institutional collaboration and joint efforts, The purpose is promote and encourage entrepreneurship, values and principles; bringing together the largest number of organizations, companies and entrepreneurs interested.
6. Description of the instrument / tool	<p><i>Detailed description of the instrument</i></p> <p>A macro journey with over 300 different activities in one day. Will organize various activities geared towards networking, cooperation, innovation, participation and knowledge. Throughout the day will develop an extensive program of actions consisting of the realization, simultaneously, of expert panels, workshops, lectures, personalized counseling activities to demand from entrepreneurs, interviews for seeking collaborations and even, and games for experiential learning.</p> <p><i>Human resources needed for implementing the instrument (i.e. 2 working days/ month)</i></p> <p>More than 300 public &amp; private institutions collaborate at the Valencian Community Entrepreneurs' Day.</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>IMPIVA, CEEIs Valencian Community, Generalitat Valenciana, European Regional Development Fund, and local/regional entrepreneurship institutions.</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>240.000 Euros (2012 edition)</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Since the first edition in 2001 promoting entrepreneurship, business &amp; Networking.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>Entrepreneurship serves as a catalyst for economic growth and</p>

	<p>national competitiveness, and for an emerging economy such as ours this ranking is simply too low. Entrepreneurs' Day contribute to raising the profile of Valencian most innovative and successful entrepreneurs and had a positive effect with regards to job creation and entrepreneurial spirit in Valencian Community.</p> <p><i>What are the success factors of the tool?</i></p> <p>A macro-journey action-oriented. Which is based on three fundamental pillars (in this case, tools) that are responsible for the success:</p> <ul style="list-style-type: none"> <li>▪ Networking: Reference's event for Business and establishing new contacts.</li> <li>▪ Testimonials: Attendees become protagonists. Both attendees and speakers tell their stories and experiences in first person, with fresh information and by firsthand.</li> <li>▪ Participation: Participants have dozens of activities for learn and participate: learning, workshops, tests, consultations, ...</li> </ul> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...).</i></p> <p>The preconditions are:</p> <p>Involvement of public &amp; private institutions, involvement of entrepreneurs (macro-journey attendees are the protagonists), knowledge of target group, professional staff and successful stories.</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>The entrepreneurial spirit of Valencians and networking opportunities.</p>
8. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p>
9. Contact	<p>Name: Paula Rico</p> <p>E-mail: paula.rico@impiva.gva.es</p> <p>Website: www.diadelapersonaempredora.es</p>
<p><b>Comment Box:</b></p>	

## **3. METHODS**

## Supporting staff mobility for internationalization (Eszak-Alföld)

<b>General Characteristics of the Practice</b>	
1. Name of Organization	Észak-Alföld Regional Development Agency
2. Title of the practice (Instrument/Service)	Leonardo Mobility for internationalization of civil servants
3. Keywords	mobility, civil servants, international cooperation
4. Problem addressed by the practice (question form allowed)	Lifelong Learning Leonardo da Vinci Mobility projects have been coordinated by the Észak-Alföld Regional Development Agency (ÉARDA) in order to provide internship opportunities for partner organizations of the region to develop competences in international environment.
5. Precise target group and objectives	Partner organizations of ÉARDA (county governments, mayor's offices, chambers of commerce and industry, county development agencies, micro-regional partnerships, public service delivery companies, regional innovation agency, regional energy agency)
6. Description of the instrument / tool	<p><i>Detailed description of the instrument</i></p> <p>The overall objective of Leonardo Mobility projects of Észak-Alföld Regional Development Agency is to encourage the establishment of a European network of regional organizations by means of experts' mobility projects with including as diversified types of organizations as possible. The ÉARDA would like to make the host organizations from different countries give their experiences, and consequently to increase the expertise of trainees sent from Észak-Alföld Region. County governments, mayor's offices, chambers of commerce and industry, county development agencies, micro-regional partnerships, public service delivery companies, the regional innovation agency or regional energy agency are all such kind of organizations, where the view of the employee can be widened after the work done in international environment. Having seen the external good practices the trainees can improve their own organization's operation and they encourage their organization to take part in international projects.</p> <p>To increase knowledge and gain experiences, the participation in the internship program is opened to all employees. The main aim of the internships is the delivery of the host institutions' experiences by involving the trainees in their daily work. The duration of the internships is four or eight weeks.</p> <p><i>Human resources needed for implementing the instrument</i></p> <p>Project manager responsible for general coordination, mentors at host</p>

	<p>organizations, applicants for internship at partner organizations.</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>11 host organizations from 6 different countries (UK, DE, ES, LT, RO, BE), 12 sending organizations from Észak-Alföld region.</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>On an average 1100 Euros/intern/four weeks (depending on the country of host organization), annually 28400 Euros including preparation activities and project management.</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Since 2007, already approved until 2015.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The trainees could get experiences, which can be used in their day to day work, in the improvement of their career and they can also spread this information around the actors of the region. One or two months are enough to let the participants learn about project management techniques and working methods. After coming home, the participants become the catalysts of their region's development by using the knowledge gained during their internship.</p> <p><i>What are the success factors of the tool?</i></p> <p>In 2007 there were 3 host organizations in Brussels (BE) involved in the first mobility project, now there are 11 from 6 different countries (UK, DE, ES, LT, RO, BE). The number of sending institutions has been also increased; at the beginning it was only the ÉARDA, now there are 12. So far 53 trainees fulfilled a successful four- or eight week long traineeship and till 2015 there are 39 possibilities left. On the average there has been an opportunity to involve annually 20 trainees from the partner organizations. Based on the traineeship periods further cooperations were established between the hosting and sending organizations, and between the hosting organizations and ÉARDA. The ÉARDA has already got a Memorandum of Understanding with 3 of the hosting organizations for further bilateral cooperation.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>Important to have the necessary preparation activities to be carefully implemented. Even during the application phase, partner organizations have to be committed to the project. During the call for trainees there is a need for an intensive and open communication towards partner organizations and possible trainees to involve the key personnel of the partner organizations as a trainee in the project activities. The selected trainees have to be trained in EU matters and language preparation course should be provided as well before starting an intensive 4 or 8 weeks of internship abroad. The necessary infrastructural matters (travel, accommodation, basic information on new environment) have to be provided for the trainees in cooperation between the coordinator, the host and the sending organization.</p>

	<p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)?</i></p> <p>No.</p>
8. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p> <p>No such experience.</p>
9. Contact	<p>Name: <a href="#">Melinda MÁTRAI</a></p> <p>E-mail: <a href="mailto:melinda.matrai@eszakalfold.hu">melinda.matrai@eszakalfold.hu</a></p> <p>Website: <a href="http://www.eszakalfold.hu">www.eszakalfold.hu</a></p>
<b>Comment Box:</b>	



## Optimising use of resources by cooperation (Valencia)

1. Name of Organization	Valencian Regional Ministry of Economy, Industry and Employment, Spain
2. Title of the practice	<b>OPIDI-CV:</b> Oficina de Proyectos Empresariales de I+D+i de la Comunidad Valenciana. Enterprise Project Office of research, development and innovation of the Valencian Region.
3. Keywords	SME'S, R+D+i Projects, Internationalization, Innovation, European Community, FP7 – HORIZON 2020
4. Problem addressed by the practice	Low participation of all innovation agents of the Valencian Innovation system in the National and International R&D and Innovation programs, as a way to increase the excellence and competitiveness of the economy.
5. Precise target group and objectives	To promote, to boost and increase in quantity and quality the participation of companies and other agents from the innovation system in the R&D national and international financial programs with the objective to reach high competitiveness and excellence in the R&D projects. The main <b>OBJECTIVES</b> of the office are: <ul style="list-style-type: none"> <li>▪ To spread and increase a culture based on R&amp;D and innovation through a higher number of projects, budgets and cooperation base.</li> <li>▪ To support the coordination and leadership in these projects by Valencian SMES.</li> <li>▪ To encourage the participation of large companies with experience in the project area.</li> <li>▪ To foster the participation of regional partners in these cooperation projects.</li> <li>▪ To include all the entities in the coordination and participation of these projects.</li> </ul>
6. Description of the instrument / tool	The OPIDI-CV is an instrument created by the <i>Valencian Regional Ministry of Economy, Industry and Employment</i> under the Industrial Policy Strategy (EPI) 2010 -2015 to provide service to the business Valencian in R+D+i.  The Office was created to be an effective measure to capture more funds in national and international R+D+i through the increased participation of companies and other entities with respect to prior periods Valencia.  Our main TASK is to offer specialized individual consulting service to

	<p>Valencian SMES related to their participation in R&amp;D and Innovation projects through ACTIVITIES of SUPPORT, COORDINATION and INFORMATION:</p> <p>The activities of <b>SUPPORT</b> include:</p> <ul style="list-style-type: none"> <li>- The development of feasibility studies of proposal ideas</li> <li>- Information on financial support for the preparation, presentation and management of projects</li> <li>- Support in the creation of national and international consortiums</li> <li>- Institutional support to relevant projects</li> </ul> <p>The activities of <b>COORDINATION</b> include:</p> <ul style="list-style-type: none"> <li>- Coordination with the Regional Experts or Regional contact points in the areas of Energy, Food, Health and Biotechnology, ITC, New Materials and Nanotechnology.</li> <li>- Coordination with all the entities of the Valencian innovation system to foster their participation in the projects</li> </ul> <p>The activities of <b>INFORMATION</b> include:</p> <ul style="list-style-type: none"> <li>- Direct and permanent contact with the organizations responsible for the financial programs such as National Ministries, European Commission</li> <li>- Deployment of information events on the different programs and calls for proposals</li> </ul> <p>More information in: <a href="http://www.opidi-cv.es">www.opidi-cv.es</a></p> <p><i>Human resources needed for implementing the instrument (i.e. 2 working days/ month)</i></p> <p>The functional structure is formed of a Coordination Unit with a Director, a National Expert, a International Expert and six Regional Experts in Regional Contact Points (RCPS). These ones are experts on the following areas:</p> <ul style="list-style-type: none"> <li>▪ Health,</li> <li>▪ Energy,</li> <li>▪ Nanotechnology</li> <li>▪ Production of Agro Food</li> <li>▪ Biotechnology,</li> <li>▪ ICT and</li> <li>▪ New Materials.</li> </ul> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>The office counts with the support of its official members as well a Technical Permanent Committee</p> <p><u>Official Members:</u> We have the participation of the main public and private agents in the area of R&amp;D and innovation such as:</p> <ul style="list-style-type: none"> <li>- <b>IMPIVA</b>, Institute for the Small and Medium companies</li> <li>- <b>REDIT</b>: Network of Technological Institutes</li> <li>- <b>FCVRE</b>: Fundación Comunidad Valenciana-Región Europea.</li> <li>- <b>SEIMED-EEN</b>: Node of the Enterprise Europe Network in</li> </ul>
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	<p>Valencia</p> <ul style="list-style-type: none"> <li>- <b>CIERVAL</b>: Federation of Valencia companies</li> <li>- <b>CHAMBER OF COMMERCE</b></li> </ul> <p><u>Technical Permanent Committee</u>: Includes the participation of the Director General of Industry and IMPIVA; an Expert of the General Direction of the <i>Ministry of Economy, Industry and Employment</i>; and the Director of the Coordination Unit.</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>The human and non human resources are covered by their respective entities.</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Since October 18<sup>th</sup> , 2010</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The office is an efficient and effective tool to obtain more funds from R&amp;D national and international programs by increasing and improving the participation of companies and other innovation agents.</p> <p>Moreover it represent the support to the <b>firm commitment</b> of the Valencian Government for the creation of <b>EMPLOYMENT</b> and involves the support to the following <b>key factors</b> for economic development:</p> <ul style="list-style-type: none"> <li>- COMPETITIVENESS</li> <li>- PRODUCTIVITY</li> <li>- INNOVATION</li> <li>- GLOBALIZATION</li> </ul> <p><i>What are the success factors of the tool?</i></p> <p>Good results in 2011 and further improved lines of action for the 2012 foster the use of this tool in order to improve the future investments of the Valencian companies and the Ministry of Economy, Industry and Employment itself.</p> <p>For the 2012, the <b>Action Plan</b> will be in continuous elaboration and members will continue meeting with their officials and the experts; <b>new funds will be identified</b>, there will be more <b>informative sessions</b> and more <b>collaborative seminars</b>, as success factors; possible projects with other Communities and more <b>participation with the work groups</b>.</p> <p>During 2012 will be boosted the TIC and Health areas, as well as there will be integrated other national and international organisms.</p> <p>Highly potential new companies will be helped to generate their funding opportunities; moreover, there will be held 10 conferences with the CDTI with 90 speakers and 700 assistants which will propose more than 200 proposals for R+D+I, etc.</p> <p>In the <b>web</b>, there will be published <b>new calls and programs, seminars and conferences</b>; there will be attended more <b>consultations</b> and users could sign up themselves in further seminars</p>

	<p>and conferences. In the <b>Intranet</b>, projects will be monitored. More courses will be offered as well as offices of Catalonia, Vasc Country, Madrid and Andalucia will be visited. It is aimed to have € 40 million of investment in the Valencian Region.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involmnet of local decision- makersor stakeholders...)</i></p> <p>The preconditions are:</p> <ul style="list-style-type: none"> <li>- Knowledge of the different R+D+i national and international projects</li> <li>- Technical knowledge of the different R&amp;D+i areas such as Energy, ITC, New Materials..</li> <li>- Extensive network with companies and other innovation agents</li> <li>- Quality screening of target groups and clients</li> <li>- Effective coordination among the different elements of the instrument such as Coordination Unit, RCP, Official Members</li> <li>- Effective awareness campaigns and information events</li> </ul> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>It is important to adapt the tool to the different technological and R+D+i areas and the key actors and stakeholders of a particular region.</p>
8. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p>
9. Contact	<p>Name: Ignacio Miranda</p> <p>E-mail: <a href="mailto:miranda_ign@gva.es">miranda_ign@gva.es</a></p> <p>Fill up the contact form in <a href="http://opidi-cv.gva.es/en/submit.php">http://opidi-cv.gva.es/en/submit.php</a></p> <p>Website: <a href="http://opidi-cv.gva.es/en/index.php">http://opidi-cv.gva.es/en/index.php</a></p>
<p><b>Comment Box:</b></p>	

## Development of twin-city cooperation (Eszak-Alföld)

General Characteristics of the Practice	
Name of Organization	Municipality of Nyíregyháza, City of County Rank
Title of the practice (Instrument/Service)	Extensive development of the twin-city cooperation between Nyíregyháza and Satu Mare
Keywords	Future Bridge
Problem addressed by the practice (question form allowed)	Green energy, Panel Programme, Disability - collaborations in the social sphere, cultural and civil sector
Precise target group and objectives	Cultural professionals, artists, cultural groups, representatives of civil society organizations, social experts, social institutions of the local government, handicapped clients and representatives of NGOs and energetic experts benefiting from the results of the Programme.
Description of the instrument / tool	<p><i>Detailed description of the instrument</i></p> <p><i>Human resources needed for implementing the instrument</i></p> <p>Satu Mare and Nyíregyháza are twin-cities since 2000. In order to develop this relationship, a project proposal was submitted in the framework of the Hungary - Romania Cross-border Cooperation Programme to develop cooperation in the above mentioned areas (section 4). This programme may be seen as a good practice, because it has initiated cooperation in many areas and its multiplier effects are still felt. As part of the project, joint actions took place at 5 occasions on the cultural field, partially at the Nyírség Autumn Festival, where our twin-city participated with a fruit composition and musical groups. NGOs have been introduced in order to promote social community development; on the field of environmental protection, theoretical and practical experiences of the Panel Programme have been shared. Furthermore, we organized an Eco-quiz for the youth; social experts meeting, with participation of disabled people; furthermore, on the field of sports, the "Friendship Cup" and special (handicapped) Olympics have been organized. Thanks to the project, the participants got closer to each other, thus facilitating the joint development of the region.</p> <p><i>Who else is involved in the implementation of the tool?</i></p> <p>In addition to the two municipalities, the actors described above as target group took part in the implementation of the Programme.</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>Total cost of the project: € 121,343.00. Aid intensity: 96.4%.</p>

<p>Experience with the instrument and transferability</p>	<p><i>How long have you been working with the instrument?</i></p> <p>The implementation of the project took 13 months: 1st May 2010 – 31st May 2011.</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>The project was justified because of the economic and social relations of Szabolcs-Szatmar-Bereg County and Satu Mare County, their similarities caused by their border location, such as their situation in the most underdeveloped regions of their respective countries. The two county seats serve as growth poles and play a dominant role in their county's economic and social processes, however, Szabolcs-Szatmar-Bereg County institutions and NGOs have currently only a few relations with neighboring Satu Mare County. As a result of the project, actors of the border-area, working in the cultural, social and environmental fields had an opportunity to build widespread and sustainable partnerships. The social care system of Nyíregyháza works well. In addition to government institutions, numerous foundations, associations are active. The Municipality of Satu Mare maintains a relationship with a number of social-purpose foundations as well, however, cross-border relations in the social sphere are neither typical.</p> <p>The diffusion of environmentally friendly solutions is necessary to approach EU standards on the field of energy efficiency. The professional events during the project contributed to the creation of environmentally conscious attitude and the implementation of development plans consistent with the principles sustainable development.</p> <p>On the cultural field, it is essential to preserve local values, traditions and characteristics, and to internationally promote cultural and tourism attractions.</p> <p><i>What are the success factors of the tool?</i></p> <p>Number of joint co-operations: 11;  Number of participants at joint events: 420 persons;  Completed trilingual publications: 500 pieces;  Number of spin-off projects: 2.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>Established institutional and financial background. The institutional framework was available by both Partners, the financial background was provided by the application and the own contribution (~4%) was delivered by their own budget.</p> <p>Shared management and responsibility is essential to create sustainable project results, especially because of the CBC cooperation in a multilingual environment. It was necessary to involve the</p>
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	stakeholder groups efficiently, their active contribution was necessary to achieve successful results.
Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i>  <i>-&gt; please also share this type of experience with us</i></p> <p>The project implementation was smooth, only the two countries' different legislation caused problems, for example, the declarations of common costs were difficult because of different VAT rates. The lesson here? - Not to design common costs, the partners should agree in advance to the implementation of the project about which costs they will have to finance.</p>
Contact	<p>Name: Municipality of Nyíregyháza, City of County Rank  / Rita Ujhelyi  E-mail: <a href="mailto:ujhelyi.rita@nyiregyhaza.hu">ujhelyi.rita@nyiregyhaza.hu</a>  Website: <a href="http://www.nyiregyhaza.hu">www.nyiregyhaza.hu</a></p>
<b>Comment Box:</b>	
Not relevant.	

## Social networking (Latvia)

General Characteristics of the Practice	
1. Name of Organization	University of Latvia, Riga region
2. Title of the practice (Instrument/Service)	<p><i>Social networking</i> as main tool</p> <p>– conferences, project exhibitions, seminars, support courses, presentations, publications, science popularization events, information in social media, specific and at national level defined calls for proposals focused on cooperation between scientific institutions, local governments, entrepreneurs and enterprises.</p>
3. Keywords	Social networking, conferences, exhibitions, publications, support courses, popularisation in media, specific 'partnership project types' etc.
4. Problem addressed by the practice (question form allowed)	<p>Cooperation practice is mostly focused on local and national level but external laws and legislation (EU and non-EU countries) determine ways of promotion of international cooperation without link to real situation in Latvia thus often reducing the efficiency of legislation and purpose of cooperation.</p> <p>International cooperation in post-soviet countries has no long term traditions and there is a lack of real practice and clearly defined cooperation mechanisms as well as communication skills (knowledge, experience and language barrier).</p>
5. Precise target group and objectives	<p><i>Scientific and pedagogical staff</i> (the target group) – entrepreneurs, employees at state and governmental institution.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>- new experience ( exchange projects)</li> <li>- adequate and more contemporary skills (improving study programmes)</li> <li>- opportunity to implement projects with practical use (labour market research and development of strategic plan on national level)</li> </ul> <ul style="list-style-type: none"> <li>- opportunity to develop, produce and sell products according to market need (cooperation between scientific institution and entrepreneurs)</li> <li>- opportunity to use knowledge and resources (cooperation between scientific and state institutions by developing and improving national legislation)</li> <li>- opportunity to work out practically useful research material,</li> </ul>



	<p>support systems (f.ex. support system for children with special needs – cooperation between scientific and state institution)</p> <ul style="list-style-type: none"> <li>- gain of new cooperation skills (good practice as a motivator for further cooperation, existing cooperation as example of functioning cooperation mechanism – who with whom can cooperate)</li> </ul>
<p>6. Description of the instrument / tool</p>	<p><i>Conferences</i></p> <ul style="list-style-type: none"> <li>- mostly devoted to specific topics and research fields, innovation and study process or implementation of research projects supported by EU</li> <li>- Participants are local and foreign experts, lecturers (f.ex. the annual conference of University of Latvia during several months with many sessions devoted to different science fields and topics)</li> </ul> <p><i>Exhibitions</i> about achieved and planned results focused on partner search and establishment of new contacts</p> <p><i>Seminars and courses</i> about new topics and possibilities to participate in projects financed by EU</p> <ul style="list-style-type: none"> <li>- courses for research project administrators at University of Latvia (20-40 h) about support programmes, legislation, practical skills</li> <li>- thematic seminars organized by state institutions (State development agency, Ministry of Education, Ministry of Finance, etc.) informing about topical issues concerning legislation, new proposal calls, support priorities, etc.</li> </ul> <p><i>Popularization events</i> like scientists nights at University of Latvia, science cafe, popular- science articles in magazines, information sharing in mass media, social networks, LU web page, LU information system and database, distribution of actual information to project leaders, scientists and faculties.</p> <p>University departments regarding EU project issues communicate with state institutions, scientists and pedagogical staff and organize the implementation of cooperation projects. Directly involved in this process are university institutes and faculties.</p>
<p>7. Experience with the instrument and transferability</p>	<p><i>Working with tool</i> – since Latvia became independent money of EU funds has been available. Step by step many things have been developed as scientific and study base, infrastructure, investments in modernisation of study programmes, legislation improvement, scientist involvement in new interdisciplinary working groups, increased number of international publications and patents. All mentioned caused need for international cooperation.</p> <p>The efficiency of the tool results in increased number of project applications, popularization events, international publications and cross border and international cooperation projects (European territorial cooperation projects, LIFE, Norway grants, 7th Framework, etc.), political views about the need of international cooperation at national</p>

	<p>level.</p> <p><i>Influence factors</i> of the tool- sufficient funding for science, education, infrastructure according to international level, supportive legislation for cooperation projects, proposal calls focused on international popularization and cooperation.</p> <p>Efficiency preconditions of the tool - funding, experience in cooperation projects, project management, sufficient legislation support and field specialists, mutual interest from state and entrepreneurs for using the potential of scientific institutions.</p> <p>Regional factor in Latvia is often disturbing for mutually beneficial cooperation on local and international level because of concentration of power and infrastructure mostly in capital Riga.</p>
8. Be aware...	
9. Contact	<p><a href="mailto:Julija.Stare@lu.lv">Julija.Stare@lu.lv</a>, <a href="mailto:Sandra.Strole@lu.lv">Sandra.Strole@lu.lv</a></p>
<b>Comment Box:</b>	

## 4. Others

## Samsung day (Eszak-Alföld)

General Characteristics of the Practice	
Name of Organization	Jászság Multipurpose Small-regional Partnership of Local Governments
Title of the practice (Instrument/Service)	The day of Samsung organized in Jászfényszaru
Keywords	(max 5 keywords for easy identification of the practice) Social responsibility, recreation, moral support, partnership
Problem addressed by the practice (question form allowed)	(maximal 30 words) How to enhance a partnership between the local government and Samsung? How to improve the satisfaction of the employees?
Precise target group and objectives	(very short information about the main target group and what the instrument is used for, maximal 50 words) <ul style="list-style-type: none"> <li>- Citizens of Jászfényszaru: thanks for the moral support of the town; improve the partnership with the citizens and also with the local government</li> <li>- Staff: recreation, entertainment and leisure possibilities; improvement of the satisfaction and engagement of the staff</li> </ul>
Description of the instrument / tool	<p><i>Detailed description of the instrument</i></p> <p>The corporate social responsibility is essential for sustainable growth, thus Samsung makes an effort to create such a communal programme.</p> <p>It is a one-day recreation programme organized in every June for the last 5 years which is very popular in the town. The basic aim of the programme is to provide entertainment and leisure opportunities to the staff of Samsung and their families and the citizens of Jászfényszaru.</p> <p>The company provides all the cost of the programme and also a bus service for the staff and their families from their home to the company. They organize outdoor funny performances, concerts and other forms of entertainment at the company's site.</p> <p>Moreover, there is a strong cooperation with the local institutions, such as the kindergarten and the elementary school, in the development of the programme.</p> <p>In addition, the company takes the occasion to mete out rewards to its employees who work for Samsung long since.</p> <p>The number of the participants was about 5,000 last year.</p>

	<p><i>Human resources needed for implementing the instrument</i> HR unit, which consists of 5-6 persons</p> <p><i>Who else is involved in the implementation of the tool?</i> ESC – Employee Social Committee, who helps the organization of the programmes</p> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i> ~ 20M HUF - 60.000 euros / year</p>
<p>Experience with the instrument and transferability</p>	<p><i>How long have you been working with the instrument?</i> For the last 5 years</p> <p><i>Why do you think the instrument is useful and necessary?</i> The company has engaged in contribution activities tailored to the needs of local communities while enhancing their corporate value. On the one hand, it contributes the engagement of the staff and creates an opportunity to foster the partnership with the town. On the other hand, such a practical activity is necessary because the staff has a chance to get to know each other and their families better in an informal setting. Moreover, this programme is a support for the town, because it provides a free of charge recreation opportunity also for the residents. Finally, business should mean not only work but also entertainment.</p> <p><i>What are the success factors of the tool?</i></p> <ul style="list-style-type: none"> <li>- good weather</li> <li>- appropriate programmes</li> <li>- innovation in the programmes</li> </ul> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <p>-</p> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>-</p>
<p>Be aware...</p>	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i> -&gt; please also share this type of experience with us</p>

	Do not differentiate among participants concerning availability of the programmes. Try to avoid the problems of entry.
Contact	Name: Mr. Attila Zong, Samsung E-mail: <a href="mailto:attila.zong@samsung.com">attila.zong@samsung.com</a> Website: <a href="http://www.samsung.com">www.samsung.com</a> Name: Ms. Olga Dányi, Jászság E-mail: <a href="mailto:danyi.olga@jaszsag.hu">danyi.olga@jaszsag.hu</a> <a href="mailto:olgadanyi@hotmail.com">olgadanyi@hotmail.com</a> Website: <a href="http://www.jaszsaq.hu">www.jaszsaq.hu</a>
<b>Comment Box:</b>	
(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practice.) -	

### Attraction of foreign investments (Latvia)

General Characteristics of the Practice	
1. Name of Organization	Daugavpils City Council
2. Title of the practice (Instrument/Service)	Attraction of foreign investments
3. Keywords	industrial international and regional exhibitions; business missions for local entrepreneurs
4. Problem addressed by the practice (question form allowed)	How to improve cooperation between municipality and local entrepreneurs? How to attract foreign investments to the city? How to improve the business environment in the city?
5. Precise target group and objectives	Foreign investors, local businesses, local and regional population = to improve business environment in the city, to attract foreign investments and to further employment and regional development.
6. Description of the instrument / tool	- Participation in industrial international and regional exhibitions (e.g. Made in Baltics; MIPIM); - Organization of business missions for local entrepreneurs (e.g. business forum in Vitebsk, Belarus; business mission to Poland); - Organization of annual international business support events (e.g.

	<p>Daugavpils International Investment Forum)</p> <p><i>Human resources needed for implementing the instrument</i></p> <ul style="list-style-type: none"> <li>- Business professionals; project managers</li> </ul> <p><i>Who else is involved in the implementation of the tool?</i></p> <ul style="list-style-type: none"> <li>- Entrepreneurs; business support organizations, NGO, educational institutions</li> </ul> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>Marketing, management costs – 350 000 EUR</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>About 10 years</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>It will improve cooperation between local authority, businesses and business support institutions.</p> <p><i>What are the success factors of the tool?</i></p> <p>It could generate income, employment, strength local economy and competitiveness.</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <ul style="list-style-type: none"> <li>- Basic knowledge of business environment of the city;</li> <li>- International trends of the business;</li> <li>- involvement of local decision- makers;</li> <li>- skills of staff;</li> <li>- financial resources</li> </ul> <p><i>Are there special regional factors for the instrument to be successful (means that transferability into another region might be difficult)</i></p> <p>-</p>
8. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i></p> <p><i>-&gt; please also share this type of experience with us</i></p> <ul style="list-style-type: none"> <li>- Not to try involving all stakeholders – not every entrepreneur is interested to cooperate with local authority; it is not so easy to gain the confidence from business people – so we should be very careful building relationships of links between involved stakeholders.</li> </ul>
9. Contact	<p>Name: Daina Krivina</p> <p>E-mail: <a href="mailto:daina.krivina@daugavpils.lv">daina.krivina@daugavpils.lv</a></p> <p>Website: <a href="http://www.daugavpils.lv">www.daugavpils.lv</a></p>

<b>Comment Box:</b>	
(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practise.)	

## Language School (Eszak-Alföld)

<b>General Characteristics of the Instrument / Tool</b>	
Name of Organization	Debrecen Summer School
Title of the practice (Instrument/Service)	Language school
Keywords	teaching Hungarian language, culture and history to foreigners in Debrecen and Budapest
Problem addressed by the practice (question form allowed)	Not too many students want to learn Hungarian as a foreign language any more, and for this reason the Debrecen Summer School had to broaden its scope of activities and diversify the courses.
Precise target group and objectives	<p>Hobby learners, second and third generation Hungarians, international students (Erasmus and other) interested in learning Hungarian. The number of students learning Hungarian history (in English) is increasing.</p> <p>A notable number of hobby learners have Hungarian roots in their families.</p>
Description of the instrument / tool	<p>Debrecen Summer School specializes in organizing 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 at pre-arranged levels and only in certain periods of the year. They naturally put the main emphasis on language learning. On the other hand, the two-week super-intensive plus courses in January and May provide 80 class units of language instruction and the program also includes a daytrip as well as film screenings, folk-dance sessions and other cultural events. Foreign citizens coming to study or work in Debrecen in ever increasing numbers may benefit from the spring and fall semester courses if they wish to study Hungarian. Those who cannot join the regular groups and would rather pursue Hungarian studies at their own pace might want to choose private tutoring, an entirely flexible format which is readily available all year round. The programs launched in venues abroad (Oradea, New York, and Antwerp) will be expanded, as will the list of the so-called thematic courses, which covers various aspects of</p>



	<p>Hungarian culture (history, music, theater, ethnography, etc.).</p> <p>In the year 2011 about 1000 students learned Hungarian language, culture and history at the Debrecen Summer School.</p> <p>The office of the Debrecen Summer School employs 5 staff members, director and head of educational affairs.</p> <p>There are about 30 teachers working at the Summer School, mainly from the Debrecen University (not every teacher teaches in each course).</p> <p><i>Costs of the instrument (per year):</i></p> <p>Income generated by activities of public interest: 128 million HUF In detail: From the local government: 500.000 HUF From the central government: 21 million HUF Income generated by other activities: 103.1 million HUF Income generated by the company activity: 1 million HUF Other incomes: 2,4 million HUF</p> <p>The support of the central and local government (for 51 people) mostly takes the form of scholarships the students can apply for. Last year local companies (7) and the Student Union of the University of Debrecen (11) offered scholarships, too. 16 students could participate through Erasmus and 3 students were supported by the Austrian-Hungarian Foundation.</p>
Experience with the instrument and transferability	<p>The Debrecen Summer School was established in 1927. Since that time thousands of students have visited Debrecen or Budapest. Learning Hungarian is their first goal, but getting to know the culture and the history means knowing the country, too.</p> <p>Among the participants of the courses there are very often diplomats, financial experts and company-leaders, who live in the country for a shorter or longer time. They often come back to the courses during their stay in Hungary.</p> <p>Students coming with a scholarship are interested in learning Hungarian either because of their families, studies, or their profession. Hungary (and Hungarian language) is still attractive as a tourist destination..</p> <p>The professional group of supervisors and employees in the Summer School office can guarantee the high standard of the courses. In Debrecen there are several interesting extracurricular activities, too (dance house, excursions, etc.).</p> <p>Debrecen Summer School published the first installments of its own Hungarolingua teaching series in 1991. The structure of the courses is based on these up-to-date, monolingual books. Each set of Hungarolingua 1 and 2 - designed for beginners and intermediate students, respectively - includes a course book, a workbook, DVDs and</p>

	<p>accompanying workbooks, audio CDs for students to master pronunciation and to help improve listening skills, a glossary in four languages, as well as tests and answer keys. Recommended for advanced learners, the Hungarolingua 3 set consists of a book, audio CDs, and a grammar workbook.</p> <p>Since the teaching material is monolingual, Hungarolingua Grammatica, which covers Hungarian grammar in different languages, was primarily aimed at providing a summary of rules of Hungarian phonetics, phonology, morphology, and syntax. This reference book on grammar should make it easier for our students to understand a system which is quite different from Indo-European languages. Hungarolingua Grammatica has been published in seven languages - Hungarian, English, German, French, Italian, Japanese, and Estonian. The correct Hungarian pronunciation, intonation, and rhythm can be mastered through practice with our Hungarolingua Fonetika series, which is designed for native English, German, Italian, and Finnish students. The books in these series focus specifically on potential difficulties experienced by the speakers of these languages.</p>
Be aware...	<i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i>
Contact	<p>Name: <a href="#">SZAFFKÓ, Péter</a></p> <p>E-mail: <a href="mailto:debrecen@nyariegyetem.hu">debrecen@nyariegyetem.hu</a></p> <p>Website: <a href="http://www.nyariegyetem.hu">www.nyariegyetem.hu</a></p>
<b>Comment Box:</b>	
(You can use this space in case you wish to make any clarifications about the information given for the better understanding of the specific practise.)	

## City Marketing (Latvia)

General Characteristics of the Practice	
1. Name of Organization	Daugavpils City Council
2. Title of the practice (Instrument/Service)	Famous personalities of the city
3. Keywords	Image, tourism, marketing actions, international events
4. Problem addressed by the practice (question form allowed)	What the city represents? What is national or cultural identity? How famous persons born in the city could change the view of the city?
5. Precise target group and objectives	Tourists; professional artists = to attract more visitors to the city; to develop international cultural tourism product; to increase capacity of tourist services export; to further international visibility of the city
6. <i>Description of the instrument / tool</i>	<p>- Organisation of annual international cultural and art events, e.g. international Mark Rothko Art Plain air; Theatre Days of Solomon Mikhoels; Oskar Strock Tango Festival.</p> <p>- Improvement of infrastructure, e.g. Reconstruction of Mark Rothko Art Centre</p> <p><i>Human resources needed for implementing the instrument</i></p> <ul style="list-style-type: none"> <li>- Art, cultural experts; marketing experts; project managers</li> </ul> <p><i>Who else is involved in the implementation of the tool?</i></p> <ul style="list-style-type: none"> <li>- Family members, relatives of famous persons</li> </ul> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>Infrastructure and equipment – about 7 milj. EUR</p> <p>Building management costs – about 500 000 EUR</p> <p>Cultural, marketing activities – about 100 000 EUR</p>
7. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Since 2002 – the creation of the idea</p> <p>Since 2004 – organisation of Annual International Art Plain-Air “Mark Rothko” in Daugavpils</p> <p>Since 2007 – Development of Daugavpils Mark Rothko Art Centre project</p>

	<p><i>Why do you think the instrument is useful and necessary?</i></p> <p>It will increase the capacity of tourists services export and competitiveness of the city</p> <p><i>What are the success factors of the tool?</i></p> <p>Support on regional and national level (local and regional authorities; politics; sustainably planning; support from EU funds)</p> <p><i>What preconditions have to be met for the instrument to be successful (i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <ul style="list-style-type: none"> <li>- involvement of local decision- makers;</li> <li>- skills of staff;</li> <li>- financial resources</li> </ul>
<p>8. Be aware...</p>	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i>  <i>-&gt; please also share this type of experience with us</i></p> <p>The project is still in the process, how successfull it would be – will show the time. The most important think for sustainability of the project – qualified and skilled staff, financial resources for managment and marketing activities.</p>
<p>9. Contact</p>	<p>Name: Daina Krivina  E-mail: <a href="mailto:daina.krivina@daugavpils.lv">daina.krivina@daugavpils.lv</a>  Website: <a href="http://rothkoresidences.lv">http://rothkoresidences.lv</a></p>
<p><b>Comment Box:</b></p>	

## Internationalisation office Magdeburg

General Characteristics of the Practice	
10. Name of Organization	City of Magdeburg
11. Title of the practice (Instrument/Service)	International office
12. Keywords	Image, tourism, marketing actions, international events
13. Problem addressed by the practice (question form allowed)	Missing EU Cooperations, Strategic approach for international activities, Qualified staff, Motivation of administration
14. Precise target group and objectives	Administration, deciding authorities, all areas of city development (economy, tourism, trade, infrastructure, youth...)
15. Description of the instrument / tool	<p>- Creation of specific horizontal department with own activities and coordination of activities in other departments.</p> <p><i>Human resources needed for implementing the instrument</i></p> <ul style="list-style-type: none"> <li>- Interregional and intercultural experts; marketing experts; project managers; EU experience, language skills, intercultural skills</li> </ul> <p><i>Who else is involved in the implementation of the tool?</i></p> <ul style="list-style-type: none"> <li>- City Council</li> </ul> <p><i>Costs of the instrument (i.e.: per year/ per practice...)</i></p> <p>-</p> <p>-</p>
16. Experience with the instrument and transferability	<p><i>How long have you been working with the instrument?</i></p> <p>Since 2010 – decision of city council</p> <p><i>Why do you think the instrument is useful and necessary?</i></p> <p>Magdeburg is developing an internationalization strategy based on the successful work of the international office. Furthermore concrete projects have been developed in Magdeburg and the acceptance for EU issues increased within administration and city council.</p> <p><i>What are the success factors of the tool?</i></p> <p>Support on regional and national level (local and regional authorities; politics; sustainably planning; support from EU funds)</p> <p><i>What preconditions have to be met for the instrument to be successful</i></p>

	<p><i>(i.e.: skills of staff implementing the instrument, basic knowledge of target group to understand the given information, involvement of local decision- makers or stakeholders...)</i></p> <ul style="list-style-type: none"> <li>- headed by Lord Mayor;</li> <li>- involvement of decision- makers as well as all departments;</li> <li>- skills of staff;</li> <li>- financial resources</li> </ul>
17. Be aware...	<p><i>If you tried a variation of the tool which was not successful – something you would recommend <u>not to do</u></i>  <i>-&gt; please also share this type of experience with us</i></p>
18. Contact	<p>Name: <a href="#">Anja Reutter</a>  E-mail: <a href="mailto:Anja.Reutter@ob.magdeburg.de">Anja.Reutter@ob.magdeburg.de</a>  Website: <a href="http://www.magdeburg.de/Start/Wirtschaft-Arbeit/Service">http://www.magdeburg.de/Start/Wirtschaft-Arbeit/Service</a></p>
<b>Comment Box:</b>	