

EUROPEAN UNION



Committee of the Regions

Success Factors for LRAs in Implementing Europe 2020

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Summary

The search for success factors and best practices can be informed by examining more closely local and regional actions, programs, and initiatives designed under the umbrella of the Europe 2020 strategy that have been among the most successful in accomplishing their specified goals. This study uses a selection of such case studies to determine both their commonalities and their unique characteristics in order to provide a set of tools, policy frameworks, contextual information that can help LRAs to develop and initiate their own programs towards successful reaching the Europe 2020 strategy's goals.

The following elements emerged as success factors:

- **Local actors initiating local actions.** On one hand, local actors know well the local/regional context and needs. On the other, they are known in the region and therefore respected and credible.
- **Deep knowledge of regional context and needs.** This helps shape a policy action in a way that is most likely to be accepted by all stakeholders.
- **Personal contact.** Time and resources must be invested in dissemination and personal meeting with stakeholders in order to secure their participation.
- **Securing sufficient financial support.** In most case studies, securing enough and the right funding mix was crucial for the policy action to even happen.
- **Partnerships between the public and private sectors.** Contrary to the public sector, the private sector is more likely to take risks, which can lead to greater payoff for the action. The private sector can provide a different perspective to the issue at hand and different approaches to addressing it than the public sector, which can both benefit the policy action.
- **Involving the right individuals.** While organizations dedicate their missions to working on specific issues, it's the people working for them that make the difference. In addition, personal connections between individuals seem to have been of high importance.

- **Mediated dialogues** helped ensure that the collaboration between different groups of stakeholders ran smoothly. This can be done with an actual mediator or simply by having some neutral actors involved in some exchanges throughout the project.
- **Collaboration between different levels of government** was perceived as a success factor for the local or regional initiatives. It appears that while national/regional governments provide stability and funding to programs, local governments are essential to give the population more interest in the initiative. They also know their region or city better, which can lead to more effective implementation. Multi-level governance initiatives or at least a mix of top-down and bottom-up approaches are typically better received than top-down approaches.
- **Dissemination** is an important factor for most programs. Stakeholders sometimes take time to welcome an idea, but once a critical mass is reached, the remaining stakeholders are easier to convince.

1 Introduction

The Europe 2020 Strategy is a ten-year initiative launched by the European Union (EU) in 2010 with the goal to secure jobs and spur economic growth in a smart, sustainable and inclusive way.¹ It is the successor to the Lisbon Agenda for Growth and Jobs, an action and development plan for the period 2000-2010 that focused on making the European Union the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion.² To continue the policy initiative and reform process set in motion by the Lisbon Agenda and recognizing some of its shortcomings as well as the dramatic social and economic impacts caused by the financial and sovereign debt crises of 2008-2010 and their aftermath, the Europe 2020 strategy sets out five objectives for the European Union in the areas of employment, R&D and innovation, climate change and energy sustainability, education, and reducing poverty and social exclusion.³

The objectives are made more concrete and measurable by eight quantitative targets, which have been defined at the EU level but also translated to differential national goals. Supporting the achievement of these objectives and associated quantitative targets are seven “flagship initiatives,” the implementation of which promotes collaboration between the EU and national authorities and accelerates the transition to a smart, sustainable and inclusive economy.⁴ The Europe 2020 strategy is currently undergoing a mid-term review, which began with a public consultation process in May 2014 and will culminate in the publication of an updated strategy at the end of 2015.⁵

Since the launch of Europe 2020, the European Union’s Committee of the Regions (CoR) has worked to involve Europe’s cities and regions in the development and implementation of the strategy. This falls within the CoR’s general agenda of increasing the visibility and role of cities and regions in European politics.⁶ To this end the CoR has published, among other materials

¹ European Commission (2015) *Europe 2020 in a nutshell*, http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index_en.htm (last accessed 07.04.2015).

² More details about the Lisbon Agenda, also known as the Lisbon Strategy or Lisbon Process, can be found here: http://ec.europa.eu/archives/growthandjobs_2009/ (last accessed 14.04.2015).

³ European Commission (2015) *Europe 2020 Targets*, http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/targets/index_en.htm (last accessed 07.04.2015).

⁴ European Commission (2012) *Flagship Initiatives*, http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/flagship-initiatives/index_en.htm (last accessed 07.04.2015).

⁵ European Commission (2014) *Taking stock of the Europe 2020 strategy for smart, sustainable and inclusive growth* - COM(2014) 130 final/2, http://ec.europa.eu/europe2020/pdf/europe2020stocktaking_en.pdf (last accessed 09.04.2015).

⁶ Committee of the Regions (2009) *Mission Statement*, <http://cor.europa.eu/en/about/Documents/Mission%20statement/EN.pdf> (last accessed 07.04.2015).

and analyses, two editions of the “Handbook for Local and Regional Authorities (LRAs) on Europe 2020”, in 2012 and 2014. These publications help regions and cities by providing them with a clear overview of the strategy, good practice examples and collections of tools and other resources.

For the third edition of this handbook, which the CoR plans to release in conjunction with the updated Europe 2020 Strategy, the CoR commissioned the Ecologic Institute to perform a study on identifying specific and transferable factors enabling LRAs to successfully implement the Europe 2020 strategy in their jurisdictions.

The objective of the study is to provide a detailed collection of good practices based on qualitative analyses of case studies and interviews with representatives of relevant organizations, including local and regional governments, civic society, advocacy organizations, and associations of local and regional authorities. The study furthermore illustrates how European LRAs can successfully participate in and contribute to the implementation of the Europe 2020 strategy in ways that benefit their local communities and economies. In this context it is important to identify the factors that enabled or facilitated these good practices such that they can be shared with, transferred and adapted to other locations and contexts.

The study’s methodology rests on a number of sources, including written reports, declarations, case studies, and interviews. Among them are:

- the European Commission’s proposal for a renewed Europe 2020 strategy,
- the previous two CoR handbooks on the Europe 2020 strategy,
- the CoR’s Athens and Turin Declarations,
- the CoR Blueprint for a revised Europe 2020 strategy,
- the regulation of programmes within the multi-year financial framework and the Partnership Agreements between the Member States and the European Commission,
- the OECD’s recommendation on Effective Public Investment Across Levels of Government, and
- the CoR study on Clusters and clustering policy: a guide for regional and local policy makers.

Each of these sources contributes to a better understanding of the conditions in which local and regional authorities can participate in designing and implementing national and supranational policies with a view towards empowering local governance and integrating a territorial dimension into the policies and actions.

The CoR's Athen's Declaration calls for giving the renewed strategy a clear and visible territorial dimension that allows for differentiated target-setting and choosing policy mixes representative of local needs and capacities. It recognizes regional disparities in economic, social, and institutional capital that require tailored approaches – not a one-size-fits all top-down policy prescription model – that allow cities, counties, and regional governments to take increased ownership of their economic and social development paths.

Similarly, the 2014 Turin Declaration, focusing on the sustainable growth dimension of the Europe 2020 strategy, emphasizes the need to strengthen and expand the role of cities as both consumers of energy and resources and as generators of jobs, growth, and innovative solutions to environmental problems at local to global scales. It calls for developing frameworks for urban, green growth and reiterates the findings of the OECD that "multi-level governance" is a key element to deliver green growth in cities and regions.⁷

The OECD's recommendation addresses the need for smarter and more differentiated management of public investments, recognizing that it contributes 15% of total investments in OECD member states but with great variations in distribution between the central and local governments. Moreover, most of the sub-national public investment supports sectors of critical importance for *future* economic growth, sustainable development and citizens' well-being such as economic growth, education, and housing and community development.⁸ Its 12 recommendations address issues ranging from improved vertical and horizontal coordination of public investments, promoting learning and risk management capacities by local governments, and creating framework conditions conducive for sound and transparent management, monitoring and reporting on public finances and investment decisions.

The case studies examined in this study are evaluated within the context of these declarations and recommendations since the latter essentially describe the criteria for what constitutes 'good policy practices' for implementing the Europe 2020 strategy.

⁷ Committee of the Regions (2014). Turin Declaration: Jobs in Europe, investing in cities and regions for sustainable growth, p.3.

⁸ OECD (2014). Recommendation of the Council on Effective Public Investment Across Levels of Government, p.6.

The CoR will use the forthcoming third edition of the “Handbook for Local and Regional Authorities on Europe 2020” to widely disseminate these good practices and success factors such that they can be explored, adapted, and put into action by towns, cities, and regions during the second implementation period of the strategy.

The remainder of the report is organized as follows. Section 2 presents the summaries of the 10 cases studies. Their commonalities and individual characteristics with respect to the factors, internal and external, that contributed to their successful execution are identified and described in Section 3. Conclusions are drawn in Section 4.

2 Methodology

For each case study, a template was completed that collects a wide range of information useful to describe and evaluate it with respect to the driving factors, tools and policy processes used to design and implement it. That is, each of the selected case studies was examined with a view towards identifying the factors, internal and external, that contributed to its success. The templates help to organize the collected information and allow for a more uniform evaluation and comparison. The filled templates are presented in section 3.1.

In order to complete these templates, telephone interviews were used to enhance, complete and fact-check the information collected on the individual case studies. Through the direct exchange with a diverse set of stakeholders the effects of the policies or initiatives implemented by the case study could be examined from a diversity of perspectives (e.g., local government, civic association, business group) and also be used to better understand the level of types of involvement of different stakeholder groups. This provides the case studies with a direct account of the context, design, implementation, and impact of the policy or initiative. It also allowed some insight into whether there are differences in approaches and/or perceptions by different groups of stakeholders such as representatives of local and regional governments, civic society, and businesses associations. Understanding these perspectives was helpful for identifying success factors and best practices by highlighting the need to better understand stakeholder roles, viewpoints, and possible avenues for aligning interests and objectives.

The telephone interviews followed a semi-structured, open-ended conversation that was guided and informed by a set of pre-determined questions. The questions were sent to the interviewee ahead of time to allow them to think more deeply about their response and to recall the appropriate information, both of which will enhance the quality of the information gathered and also serve to limit the duration of the phone call.

3 Good Practices

3.1 EcoBusinessPlan Vienna

<p>EcoBusinessPlan Vienna (ÖkoBusinessPlan Wien)</p> <p>Vienna, Austria</p>	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level (see Other for more details). ✓ Funding long-term investments by means of a mix of sources (see Other for more details). ✓ Other (specify): program to reduce GHG emissions and increase energy efficiency through state-city-business cooperation and joint funding.
<p>Contact person</p>	<p>Dr. Thomas Hruschka.</p>
<p>Affiliation</p>	<p>Environmental Protection Department of the City of Vienna⁹.</p>
<p>Priority addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Contributing to sustainable growth.
<p>Target addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Greenhouse gas emissions 20% lower than 1990. ✓ 20% increase in energy efficiency.
<p>Flagship initiative the case study links to</p>	<ul style="list-style-type: none"> ✓ Resource efficient Europe.
<p>Aim of the policy action</p>	<p>The aim of Vienna's EcoBusinessPlan is to help Viennese businesses take action to reduce their environmental impact (and therefore contribute to the sustainable development of the city) while simultaneously cutting costs and making them more competitive. EcoBusinessPlan Vienna brings together businesses and independent environmental consultants. These consultants develop customized plans for the businesses that agree to cooperate.</p>

⁹ <http://www.wien.gv.at/english/environment/protection/>

<p>Origin of the policy action</p>	<p>EcoBusinessPlan Vienna was originally inspired by a clean production policy initiative in Graz (the second largest city in Austria). However, the city of Vienna developed the idea into a different direction, ultimately focusing on creating a one-stop shop where businesses can receive advice from external consultants.</p>
<p>Description of the policy action</p>	<p>EcoBusinessPlan Vienna is a program that started in 1998 and brings together local businesses, local and regional authorities and environmental consultants in order to ‘green’ the operations of private businesses in Vienna. The program has a pool of environmental consultants, which they aim to match with local businesses. Companies that agree to participate get an environmental check-up and suggestions on how to optimize their operations. The company can then develop environmental projects in order to implement these suggestions. All of these activities are compiled in an online database that is free to consult. To date, the program has reached over a thousand businesses and generated significant energy, resource and financial savings. When the Europe 2020 strategy was published, the Austrian national government and the city of Vienna perceived it as a confirmation of the validity of the program and acknowledged it as a valid contribution to the two targets of reducing GHG emissions and increasing energy efficiency.</p>
<p>Stakeholders role and governance system</p>	<p>The main stakeholders in this program are businesses, independent consultants, public authorities and business associations.</p> <p>The program is managed by 2-3 people from the Environmental Protection Department of the city of Vienna. They guide and oversee the contacts between the external consulting firms and private businesses. In addition, about once</p>

	<p>a year 8-10 people from an external institution perform a week-long audit of the achieved reductions and efficiency gains in the annual reports of the project.</p>
Funding sources	<p>City of Vienna: 50% National Ministry of the Environment: 30% Chamber of Commerce of Vienna: 10% Contribution of companies that are advised through the program: 10%</p>
Key challenges that were overcome (and how)	<ul style="list-style-type: none"> • Securing long-term funding was a challenge for the program. Its founders recognized the importance of a long-term vision and strategy for the project. Financial resources were finally secured through a mix of different funding sources, ranging from national and municipal government to private funds. The program currently has an unofficial understanding with the National Ministry that the co-financing is secure until 2016.
Key challenges that could not be overcome (and why)	<ul style="list-style-type: none"> • Recruiting new companies remains an ongoing challenge for EcoBusinessPlan Vienna. It is difficult to convince companies to join the program, because they are often convinced that their business operations are already optimized, including with regard to environmental concerns such as GHG emissions and energy use. The program representatives and independent consultants invest substantial amounts of time and effort to convince business owners from the benefit of an environmental check-up.
Results already achieved to date	<p>In its first sixteen years (1998-2013), the program has involved 1041 businesses in Vienna and achieved the following cumulative savings:</p>

	<ul style="list-style-type: none"> ✓ 1,15 TWh in energy. ✓ 331,000 t in CO₂ emissions. ✓ 123,570 t of waste. ✓ 7,268.7 t of hazardous waste. ✓ 93.4 Mio km of transportation. ✓ 2,572,500 m³ of drinking water consumption. ✓ 121.4 Mio EUR in operating costs.
Success factors (what makes this action a good practice)	<ul style="list-style-type: none"> • Significant, measurable results. • Successful collaboration between the public and private section and between different levels of government.
Internal success factors	<ul style="list-style-type: none"> • The project design enabled organizers to have measurable results from the very beginning. These results were crucial in encouraging new companies to join the program, and in securing extended funding. • Cooperation between the national and regional government were also an important factor in ensuring the longevity of the program. • The broad scope of the project also enabled it to be relevant for a great number of companies, which enabled its success.
External success factors	<ul style="list-style-type: none"> • The fact that over the years the program has become quasi-institutionalised by the involved levels of government was important success factor as it provides a stable background to the initiative and makes it more resilient to shifting policy directions.
Outlook	<p>The next steps for EcoBusinessPlan Vienna are simply to continue on the same track and help more Viennese companies green their operations. The program will continue as long as it is funded, and project managers are confident that this should not be an issue in the</p>

	foreseeable future due to the measurable positive results of the program.
Dissemination	<p>The main dissemination channel for EcoBusinessPlan Vienna is its online database¹⁰, which compiles over 10,000 environmental projects that have been undertaken through the program. In addition, the Environmental Protection Department of the city of Vienna awards an “Umweltpreis der Stadt Wien¹¹” (Environmental Award of the city of Vienna). The award ceremony highlights the achievements of Viennese companies that completed the program and achieved savings in resource and energy use and/or waste generation. Most awarded companies are already part of the EcoBusinessPlan Vienna network, but other initiatives are also welcome to apply for the competition.</p>
Cooperation	<p>Cooperation and knowledge exchange between EcoBusinessPlan Vienna and other municipalities has taken place:</p> <ul style="list-style-type: none"> • Several EU-funded projects have created opportunities for the concept to be exported. There has been fruitful cooperation and knowledge exchange with some European municipalities and even in India. For example, Bratislava launched its very own “EKOprofit Bratislava¹²” based on the Austrian example. Likewise, the city of Győr (Hungary) developed an “Energy information Service Package for Businesses.”¹³ In both cases, cooperation efforts were funded by the European Regional Development Fund.

¹⁰ <http://unternehmen.oekobusinessplan.wien.at/>

¹¹ <http://www.wien.gv.at/umweltschutz/oekobusiness/preis.html>

¹² <http://www.ekoprofitbratislava.eu/de>

¹³ <http://www.energysp.eu/>

	<p>However, these new projects are often funded for only two or three years and terminated afterwards. There was no active contact between EcoBusinessPlan Vienna and these municipalities after the end of their funding periods.</p> <ul style="list-style-type: none"> • The city of Vienna is also part of the EuroCities network and a member of the network's working group, "Greening the Local Economy."¹⁴ On several occasions the working group discussed the success and potential transferability of the EcoBusinessPlan Vienna concept.
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3.2 Prignitz-Oberhavel regional energy concept

<p>Prignitz-Oberhavel regional energy concept (Regionales Energiekonzept für die Region Prignitz-Oberhavel)</p> <p>Prignitz-Oberhavel, Germany</p>	<p>This case addresses the following issues:</p> <ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level. ✓ Adopting multi-level governance.
Contact person	<p>(1) Dr. Sabine Zillmer. (2) Ms. Heiderose Ernst.</p>
Affiliation	<p>(1) Spatial Foresight. (2) Regionale Planungsgemeinschaft, Prignitz-Oberhavel.</p>
Priority addressed by the case study	<ul style="list-style-type: none"> ✓ Contributing to sustainable growth.
Target addressed by the case	<ul style="list-style-type: none"> ✓ Greenhouse gas emissions 20% lower than

¹⁴ http://www.eurocities.eu/eurocities/activities/working_groups/Greening-the-local-economy&tpl=home

study	<p>1990.</p> <ul style="list-style-type: none"> ✓ 20% of energy from renewables. ✓ 20% increase in energy efficiency.
Flagship initiative the case study links to	<ul style="list-style-type: none"> ✓ Resource efficient Europe.
Aim of the policy action	<p>Prignitz-Oberhavel is one of the five planning regions of the German state (Land) of Brandenburg. All five planning regions had to develop and implement regional concepts in response to the <i>Brandenburg Energy Concept 2030</i>, a policy with the overarching aim of gathering data on renewable energy, energy consumption and energy potential in the whole state of Brandenburg. This data would then serve as a base to develop scenarios for the future. Prignitz-Oberhavel therefore developed and implemented the <i>Prignitz-Oberhavel regional energy concept</i>, the policy action this case study focuses on.</p>
Origin of the policy action	<ul style="list-style-type: none"> • One driver of the initiative was that the initial energy concept for Brandenburg (<i>Brandenburg Energy Strategy 2020</i>) was not well accepted by Brandenburg's regions, as there was no plan for them to develop their own strategies. There was a need to improve dialogue between the regions and the state, which is why the updated strategy, <i>Brandenburg Energy Concept 2030</i>, put greater emphasis on multi-level governance, thus enabling Prignitz-Oberhavel (and the four other regions of Brandenburg) to develop its own regional concepts. • The concepts are preparation for concrete policy action within the regions. In this case, the most important aspect was to set the stage in Prignitz-Oberhavel and to encourage the districts and municipalities of Prignitz-Oberhavel to take

	responsibility and to prepare them to take their own policy actions.
Description of the policy action	The policy action encompasses both concept development and implementation.
Stakeholders role and governance system	The Prignitz-Oberhavel regional energy concept involves stakeholders at the state, regional and local level. When the state of Brandenburg adopted the <i>Brandenburg Energy Concept 2030</i> , it was each planning region's responsibility to develop a regional strategy to translate the objectives into concrete measures. The Prignitz-Oberhavel region hired the consultancy <i>Ernst Basler + Partners</i> to develop the strategy. The planning region also put their regional energy manager (Heiderose Ernst) in charge of implementation on a full-time basis. She involved local authorities (rural districts and their municipalities) and stakeholders such as the housing sector, interest groups and schools.
Funding sources	75% of strategy development and implementation costs were funded by the state of Brandenburg through the RENplus program. The other 25% had to be financed by the rural districts of Prignitz-Oberhavel. RENplus finances both strategy development and implementation.
Key challenges that were overcome (and how)	<ul style="list-style-type: none"> • Some districts and municipalities are not keen to produce renewable energy, which is then transferred to other parts of the country. This happens due to external framework conditions such as the cost of energy plants. This was overcome through information, dissemination and emphasis on positive examples where energy produced stayed in the region. • A key challenge remains the lack of financial and human resources, which in some cases prevents municipalities from

	<p>developing their own sustainable energy concepts. Nonetheless, 63 of 68 municipalities have already succeeded (see Results achieved).</p>
<p>Key challenges that could not be overcome (and why)</p>	<ul style="list-style-type: none"> • The districts and municipalities in Prignitz-Oberhavel are very heterogeneous, demographically and economically, which continues to influence their ability and willingness to address long-term, intergenerational issues or issues that require considerable adaptations of the region's economic system. • Some rural districts do not have the funds to contribute 25% of development costs, which is necessary to receive the 75% from the RENplus programme. • In some part of the region, the average age of policy-makers is significantly higher (60+) than in others, which can lead to them not prioritizing climate change as much. • The municipal election cycle of 4-5 years affects the likelihood of participation. A few months before election activities on this topic usually come to a halt and they do not resume until the new government is fully established.
<p>Results already achieved to date</p>	<ul style="list-style-type: none"> • The theme has become much more relevant in the region due to efforts to raise awareness. A lot of dissemination work was done which gives future initiatives a platform to start from. At this point energy initiatives are slowly starting to have a more positive connotation.

	<ul style="list-style-type: none"> • 63 of the 68 municipalities have developed energy concepts. In addition 6 neighborhood concepts were developed and similar initiatives in 3-5 other neighborhoods.
Success factors (what makes this action a good practice)	<ul style="list-style-type: none"> • Personal contact between the regional energy manager and districts and municipalities. • Multi-level government cooperation gave districts and municipalities the freedom to interpret the state's energy strategy in their own way. • Communication and exchange on many governance levels, in particular through the regional energy manager who acted as a bridge between the state level and the district/municipal level.
Internal success factors	<ul style="list-style-type: none"> • Co-financing of strategy development and implementation by the State of Brandenburg reduced the amount of capital required by districts and municipalities by 75%. • Personal contact: it was very effective for the regional energy manager to visit districts and their municipalities and convince people in person of the importance of this initiative.
External success factors	<ul style="list-style-type: none"> • The advanced age of many buildings in the region necessitates their renovation and hence makes them good candidates for energy efficiency retrofitting.
Outlook	June marks the 2-year mark of the program, leaving one year for its completion.
Dissemination	The information gathered will be available on a website for all stakeholders in Brandenburg.

Cooperation	<p>Information transfer took place between this initiative and similar policy initiatives in Europe.</p> <p>There was a call for twinning with other regions in Europe and that received many responses. The goal was to share experiences about new initiatives and learn from each other. Prignitz-Oberhavel was twinned with two regions: Reus (Spain) and Epirus (Greece). Knowledge transfer activities include visits from delegations to Prignitz-Oberhavel in order to jointly develop energy strategies.</p> <p>Some knowledge transfer also took place with the Baltic region.</p> <p>A second project will link Prignitz-Oberhavel to Austrian and Polish municipalities.</p> <p>Additional cooperation activities have happened in the contexts of tourism and Interreg DG projects.</p>
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3.3 Migrant in Intercultural Romania

Migrant in Intercultural Romania	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level.
Timișoara, Romania	
Contact person	Alexandru F. Ghita afg@alexghita.eu
Affiliation	Independent consultant
Priority addressed by the case study	<ul style="list-style-type: none"> ✓ Inclusive growth.
Target addressed by the case study	<ul style="list-style-type: none"> • Lifting at least 20 million people out of the risk of poverty and social exclusion.

<p>Flagship initiative the case study links to</p>	<ul style="list-style-type: none"> • European platform against poverty and social exclusion.
<p>Aim of the policy action</p>	<p>The aim of <i>Migrant in Intercultural Romania (MiIR)</i> was to facilitate inclusion by improving the way decisions are made in regard to migration challenges. Traditionally, communication between the three main stakeholder groups (migrant communities, civil society and public administration) happens via three separate bilateral dialogues, meaning that each group communicates to each of the two other groups separately. <i>MiIR</i> proposes a new trilateral consultation mechanism that allows all three groups to exchange in the same space, with the assistance of intercultural mediators.</p>
<p>Origin of the policy action</p>	<p>Romania has special centers for political refugees and asylum seekers, but integration in society has proved to be difficult due to cultural differences.</p>
<p>Description of the policy action</p>	<p>The project team created a local network in Timișoara. This network consisted of representatives of public administration, civil society and migrant communities. The project team set up local seminars during which the three groups were invited to communicate with the help of intercultural mediators. When issues were brought up the network attempted to find practical solutions together, through trilateral, mediated dialogue.</p>
<p>Stakeholders role and governance system</p>	<p>The Intercultural Institute of Timișoara (IIT) led the <i>MiIR</i> project, with the League for Defending Human Rights (LADO), the Association for Defending Human Rights and Social Integration (ADIS) and the Centre for Civic Resources (CRC) as project partners.</p> <p>The three main stakeholders in this initiative are: migrant communities (mainly Moldovan,</p>

	<p>Turkish, Chinese and Syrian), civil society (represented by NGOs) and public administration/politicians from Timișoara, the county, and the administrative region.</p> <p>The governance system in Romania has four levels: national, regional, county and city/local. The centralized system gives much more power to the national level (which includes the General Inspectorate for Immigration) but the involvement of several Local and Regional Authorities (LRAs) is essential to help better integrate migrants. These include, but are not limited to: regional branches of national agencies, the prefecture and county council (county level), and the city hall and local council. Nonetheless, several migration-related problems require a national policy intervention to be solved.</p>
<p>Funding sources</p>	<p>75% of project costs were covered by the European Integration Fund and 20% from the national government. The remaining 5% was covered by the Intercultural Institute of Timișoara (IIT).</p> <p>The Directorate for Asylum and Integration (which manages the European Integration Fund) and the General Inspectorate of Immigration jointly released a call for proposals, in response to which IIT proposed the <i>Migrant in Intercultural Romania</i> project. Obtaining funding was not very difficult because IIT has built a good reputation through other projects. IIT's good track record gave them more points in the selection process.</p>
<p>Key challenges that were overcome (and how)</p>	<ul style="list-style-type: none"> • Giving migrants a voice: Migrants represent diverse groups in Romania and are usually not very vocal. This project gave them a concrete instrument to represent their voice in the community.

	<ul style="list-style-type: none"> • Changing legislation: Some issues are difficult to solve at local level because they require legislative action that is concentrated at the national level in Romania. However, stakeholders have started to prepare proposals for a change when this occurs and send them to national conferences.
<p>Key challenges that could not be overcome (and why)</p>	<ul style="list-style-type: none"> • Prejudice against the project: Some people were automatically against the project because of the migration theme and ingrained fears of integrating migrants into society. Fortunately, there are very few of these people. • Choosing a credible mediator: It was very difficult to select a mediator for some communities, as he had to be supported by all three participating stakeholder groups. In some communities some stakeholders did not feel equally well represented.
<p>Results already achieved to date</p>	<ul style="list-style-type: none"> • A new official position was created for intercultural mediators. They used to be volunteers but are now paid for their work. • The number of participants to local seminars and annual conferences has greatly increased since the beginning of the project. • A Muslim cemetery was founded in the city thanks to partnerships created through the initiative. • The demand for IIT's monthly magazine has greatly increased since project implementation started, indicating increased interest in this topic.

<p>Indicators of success (what makes this action a good practice)</p>	<ul style="list-style-type: none"> • Innovative trilateral consultation mechanism. • Creation of a relationship of trust between stakeholders who sometimes come in conflict. • Giving a voice to stakeholders who are usually silent. • Increased interest by the population in the work of the IIT. • The project has now been implemented in four other cities.
<p>Internal success factors</p>	<ul style="list-style-type: none"> • Getting all stakeholders actively involved in the problem solving process made all parties more likely to be satisfied with the resolution. • The involvement of a mediator. • Getting support from politicians ahead of time was crucial to ensure the collaboration of public administration, and therefore the validity and success of the initiative. • Project organizers found it crucial to foresee changes in the political landscape.
<p>External success factors</p>	<ul style="list-style-type: none"> • In Romania being an EU county with non-EU borders, migration is an extremely important issue. Immigration has grown over the years but societal integration was lagging behind such that a solution had to be found, and therefore the timing was right for the project.
<p>Outlook</p>	<p>The project is currently still financed under the</p>

	<p>2007-2013 funding period. Project organizers expect to be able to secure funding for continuation, but from another source in Romania. They are currently in the process of submitting proposals.</p>
<p>Dissemination</p>	<p>The progress of the project was shared on a web portal and in IIT's monthly magazine which is available online and on paper. In addition, seminars and conferences served as a venue to share results.</p>
<p>Cooperation</p>	<p>Knowledge exchange is an inherent part of this initiative. A network of NGOs was created to help with the implementation of this project in other large cities of Romania: Bucharest, Constanta, etc.</p> <p>A national-level platform was created for all cities that implemented this project in the form of Thematic Working Groups. These groups attempt to find policy solutions at the national level.</p> <p>So far, there has not been successful international cooperation due to a lack of eligible applicants for the twinning programs. However, other countries and cities are currently in talks with IIT for future partnerships and projects.</p>

3.4 General Education Policy in Antwerp

<p>General Education Policy Antwerp, Belgium</p>	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level. ✓ Funding long-term investments by means of a mix of sources. ✓ Strengthening administrative capacity.
<p>Contact person</p>	<p>Steven Sterkx steven.sterkx@stad.antwerpen.be</p>
<p>Affiliation</p>	<p>European Officer, City of Antwerp</p>
<p>Priority addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Smart Growth.
<p>Target addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Reducing school drop-out rates below 10%.
<p>Flagship initiative the case study links to</p>	<ul style="list-style-type: none"> ✓ Youth on the move. ✓ An agenda for new skills and jobs.
<p>Aim of the policy action</p>	<p>The aim of the policy is to ensure that all young people in Antwerp complete their school curriculum and transition either to tertiary education or to the labour market. The education field is complex because it involves several stakeholders at the local level but is controlled by the Flemish government. Antwerp's local policy aims to coordinate and facilitate cooperation between the regional and local level, while focusing on the links between education, youth in difficulty and the labour market.</p>
<p>Origin of the policy action</p>	<p>General education policy used to be independent from city (in the form of autonomous non-profit education) but in 2013-2014 it was made a part of city administration.</p> <p>In the past, education was mainly considered a labour market topic in Antwerp. However, lately its importance has been recognized by the department of youth policy. People from</p>

	<p>education policy are very used to working with other policy areas and other stakeholders.</p>
<p>Description of the policy action</p>	<p>The policy action consisted of several combined initiatives and projects in the city of Antwerp, in an attempt to tackle the complex web of factors that lead to education and youth issues.</p> <p>One of these initiatives was the creation of Talent Houses, which bring together stakeholders from the education, business and labour sectors to discuss issues falling under specific themes.</p> <p>Another initiative is the Youth Coaching Network, which hires young people who had experienced difficulties in their youth to advise students currently experiencing those difficulties and encourage them to stay in school.</p> <p>These are only two of several projects in place that work on influencing students through personal coaching or helping students find a first job.</p>
<p>Stakeholders role and governance system</p>	<p>Education includes a large range of stakeholders:</p> <ul style="list-style-type: none"> • Antwerp General Education Policy department. • Other parts of city administration (labour & unemployment; economic development; migration; youth policy; etc.). • Business associations. • Labour unions. • Parent's associations. • Student representatives. • Central helpdesk. • Police.

	<ul style="list-style-type: none"> • Social services. <p>In Belgium, education belongs to the competence of the regional governments. Regional Flemish policy tends to work in sectoral silos. At the local level, it was determined that there is a huge added value of bringing stakeholders together across sectors and implementing concrete projects together. It improves the implementation of regional policy.</p> <p>Regional policy focuses on the organization of education, but a lot of problems are only encountered at the local level. It is cities that directly deal with children with migration background, students dropping out, etc. It is therefore logical to make a lot of links at that level.</p> <p>Unfortunately the local-based, integrated approach does not link very well with the regional, sectoral approach at the moment. However, the city of Antwerp is willing to work to improve collaboration with the regional government.</p>
<p>Funding sources</p>	<p>Antwerp's integrated education policy is a city initiative running mainly on city budget. The region of Flanders is responsible for making all children go to school, and Antwerp receives money to run the schools in its city. The city decided to dedicate part of that budget to a policy to improve the situation.</p> <p>While the policy initiatives are funded locally, European funds (URBACT, ERDF, INTERREG) have helped finance knowledge exchange activities. The funding mix is managed by the Antwerp General Education Policy department. In addition, the ERASMUS program allows to make strategic partnerships</p>

	with education programs.
<p>Key challenges that were overcome (and how)</p>	<p>Accessing European funds: Flanders prioritizes funds from Europe, and the region often chooses to invest in employment initiatives due to the employment level of the region being much lower than the Europe 2020 benchmark. In addition, the Flemish government is not always inclined to giving money from ESF to other (local) governments as they already have income, taxes, subsidies, etc. The funds are more often distributed to school organizations, NGOs and other stakeholder groups.</p> <p>Antwerp expressed their interest in also accessing their funds to use them in the city's education initiatives and the most recent European Social Fund project has a small focus on early school leaving. It was a small percentage of the funds, but indicates a new possibility.</p> <p>Getting youth on board: Coaching programs initiated under the integrated policy all faced the challenge of finding coaches that would be taken seriously by youth in difficulty. This was solved by choosing people who had already experience similar issues. This gave the coaches street credibility in the eyes of their target audience.</p>
<p>Key challenges that could not be overcome (and why)</p>	<p>Regional-local disconnect: At the Flemish level, the early school level target was reached (around 9%) but at city level the target is not reached. When problems are reported at the regional level, city problems remain invisible. There is currently a movement to tackle such issues at the local level and communicate with other cities.</p> <p>Cities would like Flanders to help solve city problems even though the target is reached at</p>

	<p>the regional level. Cities need policy help, funding, knowledge exchange and first and foremost for their problems to be made visible. The problem with reporting Europe 2020 is the lack of territorial differentiation.</p>
<p>Results already achieved to date</p>	<p>Early school leaving is a complex problem involving several sectors and stakeholders. It is therefore impossible to make a causal link between trends in early school leaving and single projects or policies. Nonetheless, some evidence indicates that the program is successful and contributing to a positive trend. The number of Talent Houses is increasing. Young people have reported that they found the various coaching programs very useful.</p> <p>Meanwhile, the incidence of school truancy and delays in primary and secondary education is decreasing.</p> <p>While the education department alone may not pinpoint how much their efforts have contributed to these trends, it has received positive feedback from social workers, schools and youth themselves for their work through the integrated policy.</p>
<p>Indicators of success (what makes this action a good practice)</p>	<ul style="list-style-type: none"> • Horizontal and vertical collaboration. • Extensive network in and beyond the city. • Excellent international networking. • Proactive knowledge exchange.
<p>Internal success factors</p>	<ul style="list-style-type: none"> • Commitment of the City of Antwerp's City Council to making this project a reality. • Coaches are people who had similar issues. • Coaches benefit by getting first job experience through the program. • Dialogue coordinated by neutral public managers rather than teachers.

	<ul style="list-style-type: none"> • Knowledge exchange with cities experiencing similar problems.
External success factors	<ul style="list-style-type: none"> • Similar cities experiencing similar problems. • European structural funds. • ERASMUS program.
Outlook	<p>There are currently many vacancies in technical jobs in Antwerp, but young people are not going to technical education in large numbers. In Antwerp something called “sectoral networks” and involving government, industries and education is being put into place to bridge that gap. A lot of city budget is going to those efforts, but not lots from other governments. Other cities, like Rotterdam in the Netherlands, are experiencing similar problems (harbor, technical vacancies, youth problems) so knowledge exchange is happening.</p> <p>The talent houses and youth support schemes want to have a central policy help desk or coordination (missing from many players in the field).</p>
Dissemination	<p>Dissemination is primarily internally to serve policy-makers and the schools: The data collected in schools is sent to policy departments to inform policy-making. Once the evidence is aggregated, it is sent back to schools to allow them to perform self-assessments in comparison to trends in the city.</p>
Cooperation	<p>Antwerp being Flander’s biggest city and the one with the most problems in this topic, the education department cannot really get expertise from other cities in Flanders. Therefore, the department does excellent international networking and has built bridges with other European cities to exchange knowledge.</p>

3.5 Innovation in Apulia

<p>Apulian ICT Living Labs and Living Labs Smart Puglia 2020</p> <p>Apulia, Italy (in Italian: Puglia)</p>	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level. ✓ Funding long-term investments by means of a mix of sources. ✓ Attracting private investors.
<p>Contact person</p>	<p>Adriana Agrimi a.agrimi@regione.puglia.it Paolo Casalino p.casalino@regione.puglia.it</p>
<p>Affiliation</p>	<p>Regional Government of Apulia</p>
<p>Priority addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Smart Growth.
<p>Target addressed by the case study</p>	<ul style="list-style-type: none"> • 3% of the EU’s GDP (public and private combined) to be invested in R&D/innovation.
<p>Flagship initiative the case study links to</p>	<ul style="list-style-type: none"> • Digital Agenda for Europe. • Innovation Union.
<p>Aim of the policy action</p>	<p>The policy action aimed to improve the market perspectives of ICT (information and communications technology) solutions developed by SMEs in the Apulia region that needed additional validation and testing. The goal was to reverse the usual “technology push” vision of innovation, which leads many project results to the “Valley of Death” – a place where they are no longer research prototypes worth of funding, but are not yet ready for market launch.</p>
<p>Origin of the policy action</p>	<p>The EU financial programming period 2014-2020 for Cohesion policy requires that regional authorities wishing to receive money to be invested in research and innovation actions have to adopt a Smart Specialization Strategy (S3), in which they identify their priorities and</p>

	<p>select adequate investment models and sources supporting their activities. In addition to that, the Europe 2020 strategy, in its Digital Agenda Flagship initiative, has recognized the enabling role of the ICT sector and its enormous potential in boosting economic development in the EU.</p> <p>The Apulian Living Labs intervention has been one of several actions put in place by the Regional Government to facilitate development of the S3 of Apulia. They were seen as a pilot intervention that could represent a valid instrument to support territorial development policies, thus attracting investments and human capital, or simply tourists into a region and leading to a permanent increase in growth and employment. It was also meant to become a model for territorial innovation, to trigger activities that would valorise local intellectual capital and increase knowledge for development.</p>
<p>Description of the policy action</p>	<p>The Apulian ICT Living Labs main activities were: analysis and gaining a better understanding of the technological needs of the final users; definition of interactions between the involved actors; prototyping and customization of technological solutions; testing and experimentation of new technologies through real applications according to the identified needs, demonstration and presentation of the developed prototype solutions, and making them available to other interested communities of users.</p> <p>Most of the budget went to experimenting with the proposed solutions by the end users in real-life environments, in compliance with the Living Lab approach. The end users were employees, students, teachers, tourists, civil servants, patients, etc. (depending on the thematic domain selected).</p>

	<p>The innovation tests conducted by Living Labs were motivated by authentic societal needs and experimenting in real life conditions was expected to reflect a stronger “demand pull,” i.e., action that is triggered by demand from the targeted audience (e.g., consumer), approach that leads to sustainable innovation, thereby also strengthening the quality, utility, usability, economy, and acceptance of the proposed ICT solutions. For example, a psycho-pedagogical association expressed the need to use technology to help students with learning disabilities. This resulted in a Living Lab focusing on a learning management system.</p>
<p>Stakeholders role and governance system</p>	<p>Innovation partnerships typically involve three groups of stakeholders: universities/research institutes, enterprises (SMEs and large companies) and public authorities. The Living Labs in Apulia added a fourth group of stakeholder to the mix: consumers and associations representing them.</p> <p>Universities/research institutes: Research institutes affiliated with Universities, Public authorities, ENEA, Networks of laboratories promoted within the framework of the ICT PSP (Delibera CIPE 35/2005), ICT clusters recognised by the Ministry of Education, University and Research (MIUR) and the Regione Puglia (Region of Apulia), centres of competence and private centres recognised by the MIUR. At least one of these had to be involved in each Living Lab.</p> <p>Enterprises: At least one SME specialized in the ICT field (development, production and/or integration of software, hardware, micro- and nanosystems, sensoristic systems, mechanic, electric and electronic appliances, systems of information transmission, reception and elaboration, etc.) had to be involved in each</p>

	<p>Living Lab.</p> <p>Public authorities: The regional government of Apulia calls upon two separate operational arms for its R&D strategy: PugliaSviluppo and InnovaPuglia. PugliaSviluppo is a regional public company in charge of development in the region. It used to be the regional branch of the national development agency but is now an independent entity. PugliaSviluppo is responsible for distributing financial resources such as European Structural Funds and grants from other instruments. InnovaPuglia is also a regional public company. It is responsible for ICT infrastructure investments and e-government policies in the region of Apulia.</p> <p>Consumers: One end user had to be involved in each Living Lab. They could either be public authorities (Municipalities, Provinces, ASL [Sanitary Local Agencies], Educational Institutes, etc.) or a regional socioeconomic system, represented by subjects specialized in the fields of the initiative as clusters, trade unions, associations and organizations.</p>
Funding sources	<p>The project was completely funded by the European Regional Development Fund (ERDF).</p>
Key challenges that were overcome (and how)	<ul style="list-style-type: none"> • Avoiding the Valley of Death (i.e., prototypes not able to reach the market) by including users at an early stage. • Lack of skilled workers: inform education, training and labour policies. • Short term thinking of companies. • Low propensity of companies to collaborate on R&D. • Few innovative large companies vs. micro and small enterprises. • No transfer from high-quality research of universities.

Key challenges that could not be overcome (and why)	N/A
Results already achieved to date	<ul style="list-style-type: none"> • Increased awareness on the potential of ICT to solve societal problems • Increased use of the Living Lab approach with end users by ICT SMEs • Launched 3 calls. First call: 12 living labs. Now after the third, there are around 80 Living Labs.
Success factors (what makes this action a good practice)	<ul style="list-style-type: none"> • “Demand pull” strategies that focus on the consumer/user expressing a desire or demand for an action and the action being triggered by that demand. In the context of this project this was achieved by involving consumers/users as a stakeholder group.
Internal success factors	<ul style="list-style-type: none"> • The assistance of InnovaPuglia (the in-house ICT company of the regional administration) due to its strong skills and competences related to the innovation policy design, implementation and monitoring. • Clear division of responsibility between different institutional actors. • Proximity of intermediaries to local beneficiaries and between all stakeholders. • Balance between public and private interests. • Deep knowledge of regional context & needs. • Assistance of InnovaPuglia in policy design, implementation and monitoring.
External success factors	<ul style="list-style-type: none"> • Presence of many public institutes for R&D and three important universities in the region.
Outlook	The operational plan for Apulia in 2014-2020 is currently being evaluated by the European

	<p>Regional Development Fund. Within this Smart Specialisation Strategy 2014-2020, the Region of Apulia intends to take stock of the results of this initiative and turn it into one of the cornerstones of a next generation model of financial aid to R&D and innovation.</p> <p>The Region of Apulia has asked for and obtained the acknowledgment of ENoLL, the European Network of Living Labs. This was done in order to facilitate the continuation of partnerships after the end of funded activities, and encourage the creation of new thematic Living Labs.</p>
Dissemination	<p>The Apulia Region and InnovaPuglia conducted:</p> <ul style="list-style-type: none"> • Around 30 meetings, presentations, info-days, focus groups. • More than 100 direct phone contacts. • About 150 targeted mailings. • Two web portals, fully developed and managed by InnovaPuglia, one technical and one promotional.
Cooperation	<p>Apulia's policy action was featured in the "Digital Agenda Toolbox", published by Seville ITPS.</p>

3.6 Limerick Enterprise Development Partnership

<p>Limerick Enterprise Development Partnership</p> <p>Limerick, Ireland</p>	<ul style="list-style-type: none"> ✓ Funding long-term investments by means of a mix of sources. ✓ Attracting private investors.
Contact person	<p>Anne Kavanagh akavanagh@paulpartnership.ie</p>

Affiliation	PAUL Partnership
Priority addressed by the case study	<ul style="list-style-type: none"> ✓ Inclusive Growth. ✓ Smart Growth.
Target addressed by the case study	<ul style="list-style-type: none"> ✓ 75% of 20-64 year-olds to be employed. ✓ Lifting at least 20 million people out of the risk of poverty and social inclusion. ✓ 3% of the EU's GDP (public and private combined) to be invested in R&D/innovation.
Flagship initiative the case study links to	<ul style="list-style-type: none"> ✓ An agenda for new skills and jobs. ✓ European platform against poverty and social exclusion. ✓ Innovation Union.
Aim of the policy action	The aim of this partnership, which was started in 2000, was to take advantage of the economic boom during the mid-1990s through the mid-2000 in Ireland to attract new businesses to Limerick and create new jobs for the local population. It also aimed to enhance the education and skills profile of the population.
Origin of the policy action	The idea originated when the long-established Krups-Moulinex factory closed in 1999, causing the loss of hundreds of jobs in an already disadvantaged area of the city. The city rapidly created an Inter-Agency Task Force to help create new types of employment and attract investment to the city. Some stakeholders from the task force decided to purchase the Krups site and created the Limerick Enterprise Development Partnership (LEPD) to develop it.
Description of the policy action	The LEPD raised funds and purchased the Krups site. The site was then redesigned and refurbished in order to become a business park that would attract investors, while also

	<p>allowing for a diverse use of space that would empower the community.</p> <p>Over the years, businesses and community initiatives settled in the park, which now hosts a hotel, a supermarket and other shops, a daycare center and community spaces. Businesses are encouraged to hire people from the area.</p> <p>Another interesting feature of the space is the presence of a Community Time Bank, through which 140 individuals provide professional services on a pro bono basis. This includes legal and financial advice, among others.</p>
<p>Stakeholders role and governance system</p>	<p>The Limerick Enterprise Development Partnership is composed of seven stakeholders.</p> <ul style="list-style-type: none"> • Limerick Enterprise Network (private). • Shannon Development (private). • Limerick City Council (public). • Limerick County Council (public). • PAUL Partnership (charitable organization). • Roman Catholic Diocese of Limerick (charitable organization). • The Community Foundation for Ireland (charitable organization). <p>It was the private partners who led the initiative and pushed for it to happen, encouraging the other partners to take risks.</p>
<p>Funding sources</p>	<p>In order to purchase the Krups site, the seven stakeholders from LEPD all made contributions in cash which amounted to a million pounds and which were matched by the Irish Department of Enterprise and Employment.</p>

	<p>Following site acquisition, the LEDP relied on loan financing for a significant number of years. Eventually the LEDP started generating income from the use of the site, and funded the project through a mix of income and bank borrowings.</p> <p>Over time the income stream improved. Two sites were sold (to the hotel and supermarket) which improved cash flow. In addition, the LEDP also received some philanthropic support.</p> <p>Some of the initiatives undertaken by the LEDP are almost self-financed.</p>
<p>Key challenges that were overcome (and how)</p>	<p>Convincing the education sector to participate was challenging but it was successful after the local university committed to supporting the venture. However, it took time and there were setbacks.</p> <p>Although the project was good for the community, in part because it retained and created employment, community participation was initially low. At first, the focus was on purchasing and renovating the site and generating an income stream. Since then, the focus shifted more toward community engagement and interest has increased steadily.</p>
<p>Key challenges that could not be overcome (and why)</p>	<p>N/A</p>
<p>Results already achieved to date</p>	<ul style="list-style-type: none"> • Became financially sustainable in 2006. • Generated new employment. • To date, the LEDP has leveraged approximately €60m in capital investment at the site. Circa €20m annually is generated in wages and salaries from the various activities in the business park.

<p>Indicators of success (what makes this action a good practice)</p>	<ul style="list-style-type: none"> • Unique collaboration between public and private stakeholders as well as charitable organizations (including the Roman Catholic Church). • Forming a partnership among diverse but important stakeholders in the public, private, charitable and faithbased sectors that generated new ideas and possibilities in terms of raising investments, governance, and public participation. • The private sector was interested from the start and they lead the group.
<p>Internal success factors</p>	<ul style="list-style-type: none"> • The private sector brought the capacity to take calculated risks and encourage the other stakeholders to do it too, which led to pay-offs in the long term. • Strong motivation of some individuals in the group. • The project was able to provide new assets and infrastructure that would otherwise not have been possible in this disadvantaged part of Limerick, including a supermarket and a hotel, both of which are successfully generating revenue and provide jobs.
<p>External success factors</p>	<ul style="list-style-type: none"> • Economic boom in Ireland at the time the project was initiated. • No opposition to the project. • Long history of collaboration among some of the stakeholders in the group.
<p>Outlook</p>	<p>The LEPD is currently working on local authority on a major new project: the establishment of an innovation hub for businesses moving out of small incubator centers.</p>
<p>Dissemination</p>	<p>Last November, the project was presented conference in Wales at local government community and was very well received.</p>

	The CEO of the project has done a lot of national and international networking.
Cooperation	The project was part of a study published by the Copenhagen Centre in 2010: “Local Partnerships in Europe, an action research project“. This allowed for knowledge exchange to occur.

3.7 Sustainable Mobility in Bologna

Making Innovation in Mobility and Sustainable Actions (MIMOSA) Bologna, Italy	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level. ✓ Cooperation with other LRAs for research, development and demonstration.
Contact person	Manuela Marsano, Manuela.Marsano@comune.bologna.it
Affiliation	Municipality of Bologna, Department of Economy and City Promotion
Priority addressed by the case study	<ul style="list-style-type: none"> ✓ Sustainable Growth
Target addressed by the case study	<ul style="list-style-type: none"> • Greenhouse gas emissions 20% lower than 1990. • 20% of energy from renewables.
Flagship initiative the case study links to	<ul style="list-style-type: none"> • Resource efficient Europe.
Aim of the policy action	The aim was for the city of Bologna and its citizens to develop a new and innovative concept of urban mobility, by collectively exploring new approaches to sustainable transport and demonstrating new solutions with guidance from scientific and support teams.

<p>Origin of the policy action</p>	<p>MIMOSA was a four-year CIVITAS project that brought together five European cities: Bologna (Italy), Funchal (Portugal), Gdansk (Poland), Tallinn (Estonia) and Utrecht (Netherlands). The goal was “to learn how to move better, to live in better cities”.</p> <p>The objectives of this project were well aligned with local, regional and even national policies affecting Bologna. In fact, the Emilia-Romagna region was a project partner. Also, a national law required the improvement of mobility management.</p>
<p>Description of the policy action</p>	<p>The policy action consisted in the implementation of activities as planned in MIMOSA, including:</p> <ul style="list-style-type: none"> • Encouraging cleaner vehicle use. • Using mobile technology to improve public transportation systems. • Raising awareness on sustainability. <p>The technical activities of MIMOSA concluded in February 2013.</p>
<p>Stakeholders role and governance system</p>	<p>Municipality of Bologna (acting as coordinator for the whole consortium).</p> <p>Emilia-Romagna Region (Emilia-Romagna).</p> <p>SRM (Società Reti Mobilità – local authority for mobility and public transport).</p> <p>ATC and TPER (the regional public transportation companies).</p> <p>Other stakeholders: citizens, bike associations and public and private companies (in some cases as associations, or interest groups).</p>
<p>Funding sources</p>	<p>The project was co-funded (63%) by the European Commission through the CIVITAS</p>

	<p>initiative, which is managed by DG TREN. The rest of the funding (37%) came from the partner cities.</p>
<p>Key challenges that were overcome (and how)</p>	<p>The administrative process for the project proposal was quite complicated due to the bureaucracy of the European Commission and the bureaucracy of the Municipality. However, in the end the consortium was able to provide a solid proposal and secure funding.</p>
<p>Key challenges that could not be overcome (and why)</p>	<p>A pilot project for one of the measures did not reach the expected impact due to a lack of participation from citizens.</p>
<p>Results already achieved to date</p>	<p>The following results were measured in Bologna in 2013:</p> <ul style="list-style-type: none"> • 5-10% decrease in CO₂ emissions. • 10% increase of clean fuel vehicles among circulating vehicles. • 20% fewer public employees using private transport. <p>There was also a decrease in car accidents in the vicinity of schools and other improvements in traffic circulation within the city.</p>
<p>Success factors (what makes this action a good practice)</p>	<ul style="list-style-type: none"> • Collaboration between scientists, local authorities, and other cities. • Concrete, measurable goals. • Emphasis on public participation.
<p>Internal success factors</p>	<ul style="list-style-type: none"> • Involvement of citizens and stakeholders beginning with the planning phase of the measures. • Inclusion of the project goals into planning instruments developed by the city (i.e., the Urban Mobility Master Plan). • The continuity granted by the inclusion of the measures in city policies and supported by the political administration

	<p>of the city.</p> <ul style="list-style-type: none"> • The rigorous level of work undertaken to evaluate the measures' implementation and results (coordinated by the Technical University of Berlin, Germany).
External success factors	N/A
Outlook	<p>After the end of the MIMOSA project, the conversion of several main roads to pedestrian zones in the city center (which had been tested during the project) was accepted and implemented on weekends and holidays. It was even expanded to other areas of the city by popular demand.</p> <p>The European Cycling challenge is another initiative that initially took place in the context of the MIMOSA project. Since then, the event, which challenges cyclists to be active in urban areas, has been organized by SRM and the Municipality of Bologna and attracts more participants every year.</p>
Dissemination	<p>The project team effectively used marketing, communication and information tools to reach and involve citizens, schools, companies and institutions. The main communication channels were the Internet, advertisement on buses, brochures, public conferences and apps.</p>
Cooperation	<p>Cooperation with four other European cities (Funchal, Gdansk, Tallinn and Utrecht) was an inherent part of the MIMOSA project. In addition, the city of Bologna has received several requests of information and several visits from delegations of other cities.</p>

3.8 E-factory in Uppsala

<p>E-factory Uppsala County, Sweden</p>	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level. ✓ Attracting private investors. ✓ Strengthening administrative capacity.
<p>Contact person</p>	<ul style="list-style-type: none"> ✓ Andy Metcalfe.
<p>Affiliation</p>	<ul style="list-style-type: none"> ✓ andy.metcalfe@regionuppsala.se
<p>Priority addressed by the case study</p>	<ul style="list-style-type: none"> ✓ Smart Growth.
<p>Target addressed by the case study</p>	<ul style="list-style-type: none"> ✓ 75% of 20-64 year-olds to be employed ✓ 3% of the EU's GDP (public and private combined) to be invested in R&D/innovation.
<p>Flagship initiative the case study links to</p>	<ul style="list-style-type: none"> ✓ Digital agenda for Europe. ✓ Innovation Union.
<p>Aim of the policy action</p>	<p>The aim of E-factory was to bring information and support for start-ups to rural areas, which are usually removed from the start-up scene due to their physical distance.</p>
<p>Origin of the policy action</p>	<p>The action originated with a local entrepreneur who identified the need for making start-up support systems better (in particular in rural areas) and to link and integrate them with existing systems. He then started a dialogue with the county, municipalities and regional actors in order to make the E-factory project happen.</p>
<p>Description of the policy action</p>	<p>E-factory was created in September 2007 to support entrepreneurs. For three years, in addition to providing a physical space for start-ups in a rural area of Uppsala County, the project team organized workshops, individual consultations and meetings, thereby tying individuals and business proposals into support structures. In addition, authorities</p>

	were kept informed and encouraged to facilitate the process.
Stakeholders role and governance system	<ul style="list-style-type: none"> • The local entrepreneur (initiated and managed the project). • Uppsala County administration. • The eight municipalities of Uppsala County. • Existing incubators in the region. • Business networks. • Regional business support structures. • Project funding (see below) covered expenses for a team of 2-3 employees who ran the initiative with the entrepreneur. In addition, the stakeholders mentioned above were involved through a steering group and an advisory group, which were consulted throughout the project.
Funding sources	The entrepreneur successfully applied for funding from the EU and the regional council matched the funding, leading to a 50/50 division between European funds and local funds.
Key challenges that were overcome (and how)	The project was proactive and provocative, and meant to really produce change in how the system works. The innovation in the design and use of funding demonstrated the flexibility of EU funding. This led to some questions regarding how European Funding could be used but in the end it all fell within the regulations.
Key challenges that could not be overcome (and why)	There were no significant challenges along the way that could not be overcome.
Results already achieved to date	<ul style="list-style-type: none"> • 124 unique and new businesses were created by the E-factory project, which greatly exceeded the initial objective of 50-60 businesses. • Following E-factory and other similar

	<p>projects aiming to foster start-ups, support systems are now more efficient, coordination of actions more transparent and regional planning is more proactive. There are now three clear branches of involvement: (i) hands-on support initiatives, (ii) strategic facilitation and (iii) transfer of research excellence into new business opportunities. E-factory is seen by many in the Uppsala County region as a catalyst for this change.</p>
<p>Indicators of success (what makes this action a good practice)</p>	<p>The momentum generated by E-factory is still visible to this day in current support system structures for start-ups. The structural and cultural view has improved.</p>
<p>Internal success factors</p>	<ul style="list-style-type: none"> • The entrepreneur had a very clear agenda and followed it. • The public sector was open to the entrepreneur's vision and facilitated his initiative. • Some business support structures were already in place. • The right individuals were mobilized in order to create forums where change can really take place, and have agents of change within key institutions. • Funding was successfully procured in a 50/50 mix from the EU and the regional council.
<p>External success factors</p>	<p>There was a need for development in the rural region and several existing initiatives.</p>
<p>Outlook</p>	<p>There is no continuation of the E-factory in the form in which it existed. However, work has continued to improve business support in rural areas, and the way the system works has facilitated business creation as a result of the project.</p>

Dissemination	Following their RegioStars nomination, the project received a lot of attention from European and international media. However this was not actively pursued; there was no consistent work on dissemination.
Cooperation	N/A

3.9 Burgas' Sustainable Energy Strategy

Strategy for sustainable energy development of Burgas Municipality 2011-2020 Burgas, Bulgaria	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the regional/local level (see Other for more details). ✓ Funding long-term investments by means of a mix of sources (see Other for more details). ✓ Other (specify): strategy and action plan for developing sustainable energy.
Contact person	Dimitar Nikolov.
Affiliation	Mayor of Burgas Municipality.
Priority addressed by the case study	✓ Contributing to sustainable growth.
Target addressed by the case study	<ul style="list-style-type: none"> ✓ Greenhouse gas emissions 20% lower than 1990. ✓ 20% increase in energy efficiency.
Flagship initiative the case study links to	✓ Resource efficient Europe.
Aim of the policy action	The aim of Burgas' sustainable energy development strategy is to develop and use renewable energy resources and advance energy efficiency in order to cover a large portion of its residential energy requirements.
Origin of the policy action	The Sustainable Energy Action Plan (SEAP) model was developed by the Covenant of Mayors and has hundreds of signatories across

	<p>Europe and Central Asia. SEAP members develop their own strategies and action plans, including a target for CO₂ reduction (compared with 1990 baseline), which are submitted to the Covenant for review and listed on their website according to status (under review, accepted). SEAP members have to report on the progress of implementation. The Burgas Municipality SEAP was accepted September 13, 2011.</p>
<p>Description of the policy action</p>	<p>Burgas Municipality has carried out a detailed analysis of its current and projected energy requirements according to sector and energy carrier and converted them into CO₂ emissions. A SWOT analysis identifies risks as well as opportunities and considers aspects such as supply security, population growth, institutional capacity, opportunities for demand reductions due to energy efficiency measures, etc.</p> <p>Based on the analysis the municipality defined the following targets (1990-2020):</p> <ul style="list-style-type: none"> • CO₂ emission reductions: 25% • Energy consumption reduction: 27% • RES share in energy mix: 26% <p>The strategy goes on to describe how these targets can be reached through a mix of actions, implementation and monitoring measures, which range from physical and infrastructure projects to building municipal capacity and knowledge as well as awareness and support in the community.</p> <p>Specific objectives are:</p> <ul style="list-style-type: none"> • Increase household energy efficiency • Increase public awareness • Create and promote green identity of Burgas Municipality

<p>Stakeholders role and governance system</p>	<p>The main stakeholders in this program are Burgas Municipality and associated authorities, businesses, the financial sector, and the general public.</p> <p>The Strategy foresees the creation of additional positions in the public sector and an Advisory Board.</p>
<p>Funding sources</p>	<p>Burgas Municipality has limited public funds to expend on the strategy. The main funding is, therefore, external, including</p> <ul style="list-style-type: none"> • European Commission. • External grants. • Businesses. • New financial tools and public-private partnerships.
<p>Key challenges that were overcome (and how)</p>	<ul style="list-style-type: none"> • Burgas Municipality is financing infrastructure projects and other investments through sectoral budgets, grants and state or European funding mechanisms. • Supplemental grant applications to serve strategy goals such as public education, provide additional sources of funds. • Burgas also has significant experience from implementing other EU funded projects, including INTERREG IVC, Intelligent Energy Europe, and Youth in Action.
<p>Key challenges that could not be overcome (and why)</p>	<ul style="list-style-type: none"> • Securing long-term funding is a continued challenge for implementing the strategy. SEAP members in general recognize the importance of a long-term vision and strategy for their project. • Continued mismatch between funding availability and planned or ready-to-go projects. • Some funding sources are focused on

	<p>building infrastructure and limit the ability to include energy efficiency measures.</p> <ul style="list-style-type: none"> • Need to use more flexible financing mechanisms.
Results already achieved to date	<ul style="list-style-type: none"> • Continued investment in local infrastructure upgrades that include elements of Burgas' SEAP strategy. • Upgrades of municipal buildings. • Creation of guidelines for energy audits and certification of buildings. • Inspection of heating systems. • Stakeholder workshops and communication to disseminate the strategy and create buy-in.
Success factors (what makes this action a good practice)	<p>Recognition of Burgas as a 'sustainability-friendly' municipality means that both residents and visitors appreciate, demand, and accept measures taken by the local authorities to improve mobility, public infrastructure and energy systems to be cleaner, more environmentally friendly, and more efficient.</p> <p>Being a SEAP member means Burgas has access to a network of like-minded municipalities to exchange lessons learned and adopt best practices.</p>
Internal success factors	<ul style="list-style-type: none"> • Receptive residents. • Active municipal council. • Cooperation with businesses.
External success factors	<ul style="list-style-type: none"> • Support for Burgas' strategy through the Covenant of Mayors, the SEAP program and the process of regular review and monitoring that comes with it.
Outlook	<p>Burgas' SEAP Strategy runs until 2020 and the municipality continues to implement the objectives outlined in it (to the extent that financial and human capacity permit).</p>

Dissemination	<p>The main dissemination channel is the Covenant of Mayors, which maintains a database of documents on SEAP for all members that is accessible to the public.</p> <p>The Municipality also has a website through which it informs about its sustainable energy strategy.</p>
Cooperation	<p>Cooperation and knowledge exchange takes place between:</p> <ul style="list-style-type: none"> • Burgas municipal authorities and Covenant of Mayors partner cities and municipalities

3.10 Moravian-Silesian Employment Pact

<p>Moravian-Silesian Employment Pact (MSEP)</p> <p>Moravia-Silesia, Czech Republic</p>	<ul style="list-style-type: none"> ✓ Funding long-term investments by means of a mix of sources. ✓ Attracting private investors.
Contact person	<p>Jan Benes jbenes@msunion.cz</p>
Affiliation	<p>Executive Manager of the MSEP</p>
Priority addressed by the case study	<ul style="list-style-type: none"> ✓ Inclusive Growth.
Target addressed by the case study	<ul style="list-style-type: none"> ✓ 75% of 20-64 year-olds to be employed.
Flagship initiative the case study links to	<ul style="list-style-type: none"> ✓ An agenda for new skills and jobs.
Aim of the policy action	<p>The principal aim of the MSEP was to reduce unemployment by developing skills and competencies of the participants. At the same time, emphasis was placed on fostering the</p>

	<p>economic development and social cohesion of the region.</p>
<p>Origin of the policy action</p>	<p>The Moravian-Silesian region is characterized by a mix of cities and suburbs with a declining heavy industry base that contributes to high unemployment.</p> <p>For over a decade several initiatives tried to address the socio-economic challenges faced by the region. One of them, called “Competence for the labour market” ran from 2005 to 2008 and was the direct predecessor of MSEP. It involved 23 partners from the region and aimed to develop the competencies and skills of the population (e.g., languages, ICT literacy).</p> <p>Previously managed by private firms, in July 2010, the Association for Development of the Moravian-Silesian region was given ownership of the initiative and it created the Moravian-Silesian Employment Pact.</p>
<p>Description of the policy action</p>	<p>The MSEP is a complex policy action encompassing dozens of independent projects. These projects, however, share their focus on improving the labor market situation by creating new jobs, improving the quality of available jobs or providing appropriate training. In addition, the partnership aims to close the disconnect between the skills demanded on the labor market and the skill set provided by local education institutions through the promotion of training that prepares people for the labour market.</p>
<p>Stakeholders role and governance system</p>	<p>Several groups exist within the MSEP:</p> <ul style="list-style-type: none"> • The Steering Committee made up of representatives of 30 stakeholders it is the advisory authority of the MSEP. • The Executive Board consisting of 12

	<p>members is the decision-making group for key matters. It meets every three months.</p> <ul style="list-style-type: none"> • The Working Groups, which consist of 15-18 people and work to solve specific problems. There is one working group for each priority area of the MSEP. • The Implementation Team involving 5-6 people who are employed by the Association for Development of the Moravian-Silesian Region.
Funding sources	The MSEP is funded by the Regional Office of Moravia Silesia
Key challenges that were overcome (and how)	<ul style="list-style-type: none"> • The population was a bit skeptical about the MSEP at first. The organizers addressed the skepticism by highlighting the usefulness of previous, similar projects. • Public officials had two main apprehensions: that the MSEP was just a lobby group looking for funds, and that the implementation of the MSEP would translate into an increased workload for them. The MSEP addressed these challenges by building a relationship of trust and mutual, full support.
Key challenges that could not be overcome (and why)	N/A
Results already achieved to date	<ul style="list-style-type: none"> • Regional politicians have taken ownership of the initiative and started mentioning it in their speeches and campaigns approximately two years after its inception.
Indicators of success (what makes this action a good practice)	<ul style="list-style-type: none"> • So far, 42 projects have been initiated by the partnership. • One third of these projects have already been successfully completed. • The partnership has led to increased

	<p>collaboration between educational institutions and enterprises.</p> <ul style="list-style-type: none"> • Some 300 teachers and 7,000 pupils received soft skill training.
Internal success factors	<ul style="list-style-type: none"> • The involvement of relevant stakeholders in the partnership. • Getting the right people involved was prioritized over involving the right institutions; the human relationships were crucial to the success of MSEP. • A clear identification of the problems to be tackled by the partnership. • The personality of the leaders of the partnership.
External success factors	<ul style="list-style-type: none"> • A willingness to change the status quo (general population and regional politicians). • Trust that the initiative could change the status quo if successful.
Outlook	<p>The MSEP is currently at a stage where its goal has been well defined, its credibility established and actual projects have been successfully implemented and new ones are under way.</p>
Dissemination	<p>The MSEP regularly organizes seminars and discussions bringing together project managers and stakeholders.</p>
Cooperation	<p>The main initiators of the MSEP organized workshops in several Czech regions to promote the territorial employment pact and share its benefits. Since then, the concept has been introduced in four other Czech regions and several others Czech regions are likely to follow suit.</p> <p>This initiative has been inspired by several similar approaches employed in several European countries and regions (Austria,</p>

	Catalonia, Scotland, and Germany). A particularly attractive feature has been that the model of territorial pacts offers a general framework that can be adapted not only to various regional contexts, but also for various types of spheres such as economic development, employment, social inclusion or their various combinations.
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3.11 Electric Bicycles in Águeda

Free electric biking in Águeda, Portugal	<ul style="list-style-type: none"> ✓ Setting an overall (multi-sectoral) strategy at the local level. ✓ Cooperation with other partners for research, development and demonstration.
Contact person	Célia Laranjeira.
Affiliation	Covenant Team Leader for Águeda.
Priority addressed by the case study	✓ Contributing to sustainable growth.
Target addressed by the case study	<ul style="list-style-type: none"> ✓ Greenhouse gas emissions 20% lower than 1990. ✓ 20% increase in energy efficiency.
Flagship initiative the case study links to	✓ Resource efficient Europe.
Aim of the policy action	The principal aim of the electric bicycles is to encourage environmentally friendly (low-carbon) transportation with added public benefits (e.g., reduced noise, less congestion) in the municipality.
Origin of the policy action	Águeda is a municipality of 50,000 in the northern, coastal region of Portugal, approximately 240 km north of Lisbon. It signed the Covenant of Mayors in 2008 and set its CO ₂ emissions reduction goal at 33%

	<p>compared to the 2002 baseline. The territory includes one of Portugal's most industrialised towns with over 4800 enterprises. Part of the municipality's Sustainable Energy Action Plan (SEAP) is to reduce the carbon intensity of its transportation sector. The electric bikes are a means to reduce carbon emissions while raising awareness and improving public health.</p>
<p>Description of the policy action</p>	<p>The electric bicycle scheme was piloted from June until December 2011. The municipality purchased ten electric bicycles and designated ten parking areas dispersed over the territory, as well as a main parking station and a monitoring and management system. The monitoring system works on wireless technologies – a WiMAX system – that covers the territory of Águeda and allows the scheme's manager to identify, online and with real-time information, which bicycles are available, when they are in use and who is riding them. The electric bicycles are available for free to the public. By July 2011, 100 citizens had been recorded as regular users and nearly 1,000 journeys had been undertaken. These journeys represent a combined distance of 4,000 kilometers and the equivalent of 335kg CO₂ emissions.</p> <p>After six months, by December 2011, 150 citizens made regular use of the bicycles and a total distance of 13,000 kilometers had been travelled within the city over 2,755 short journeys. The CO₂ emission savings of these journeys combined is two tons. The impact of the electric bike scheme is far-reaching: fewer cars on the roads, cleaner air and less noise pollution by traffic while at the same time promoting mobility and economic development. Given its success, in early 2012 Águeda purchased additional electric bicycles and is working together with a private company to upgrade the monitoring system</p>

	and web platform, as well as the security locks of the bicycles.
Stakeholders role and governance system	<p>Several groups exist within the electric bicycle program:</p> <ul style="list-style-type: none"> • Águeda city and municipal council. Several council members, the mayor and deputy mayor of Águeda strongly supported the initiative and used the bicycles. • Company providing IT solutions. A private company developed, set up and maintained the wireless control system for the initiative, which supported its easy use and low-error operation. • The residents of Águeda. The residents supported the initiative and many used the bicycles, including a core group of users that used it heavily.
Funding sources	<ul style="list-style-type: none"> • Total investment Euro 315,685. • EU Structural Funds (ERDF) provided 81%. • Águeda Municipality provided the remainder
Key challenges that were overcome (and how)	N/A
Key challenges that could not be overcome (and why)	N/A
Results already achieved to date	<ul style="list-style-type: none"> • Several tons of CO₂ emission reductions • Expansion of the program to include additional bikes, stations and upgrades of the wireless monitoring and lock program. • Interest by other cities and municipalities.
Indicators of success (what makes this action a good	<ul style="list-style-type: none"> • User statistics show that the e-bikes are popular.

practice)	<ul style="list-style-type: none"> • Use increased during the pilot phase and the initiative was expanded both in length of time and number of bikes available.
Internal success factors	<ul style="list-style-type: none"> • Support of city and municipal council. • Integrated into broader sustainable energy plan (SEAP). • Funding from EU and municipality.
External success factors	<ul style="list-style-type: none"> • In the past, Águeda used to be called a land of bike factories. • Hilly topography of the municipality favors electric bicycles over manual bicycles.
Outlook	The municipality of Águeda is working to continue to improve and expand the program.
Dissemination	Agueda has participated in workshops and submitted its initiative to best practice databases such as the Covenant of Mayor's database.
Cooperation	The e-bike initiative involves cooperation between the city and municipal government, the private sector and local citizens that share bicycling and improved forms of transportation as their mission. It also offers a general framework for promoting local, low-carbon transportation.

4 Analysis

4.1 Coverage of case studies

The case studies analyzed in this report were carefully selected in order to present a balanced picture of European LRAs. The ten case studies are from ten Member States: Austria, Belgium, Bulgaria, the Czech Republic, Germany, Italy (2), Ireland, Portugal, Romania, and Sweden, representing different regions of Europe and varying geographic sizes and socio-economic conditions. Italy's two studies represent a city in the North, Bologna, and a region in the South, Apulia.

The case studies were further selected to cover the five targets of the Europe 2020 Strategy: Employment, R&D and innovation, Climate change and energy, Education, and Poverty and social exclusion (cf. Table 1). Some of the case studies address more than one target.

Table 1. Distribution of case studies by Europe 2020 target

Europe 2020 Target	Relevant Case studies
1. Employment	Limerick City, Moravia-Silesia, Uppsala
2. R&D / innovation	Apulia, Limerick City, Uppsala, Vienna
3. Climate change / energy	Bologna, Prignitz-Oberhavel, Vienna, Burgas, Águeda
4. Education	Antwerp, Moravia-Silesia
5. Reducing poverty and social exclusion	Limerick City, Timisoara

4.2 Identified Success Factors

The research and information collected for the case studies were screened to identify success factors that appear to be associated with good practices and higher success rates in implementing Europe 2020 at the local and regional level. Some success factors are internal, meaning that they are attributable to the design of the policy or initiative or related to the participating actors, while other factors are external to the project, i.e., they represent contextual factors that supported the policy or initiative at the time of its design and/or implementation (and the policy or initiative may have relied or considered these external contexts) and created positive impulses for its success.

4.2.1 *Internal success factors*

One of the biggest common denominators of the good practices occurred when **local actors initiated local actions**. Essentially, local actors initiated *all* of the case studies included in this report and many involved partnerships of several local organizations and groups. This can be seen as leading to two different success factors: First, local actors know the local/regional context and needs well and probably better than higher or more distant levels of government or organizations. Second, local actors tend to be better known in the region and, if they carry local respect and credibility, are more likely to generate support and buy-in.

A **deep knowledge of regional context and needs** is one of the most frequently cited factors for the success of a policy action. Such knowledge helps shape a policy action in a way that is most likely to be accepted by all stakeholders. This can happen by providing assets and infrastructure that are lacking, such as a technical incubator in the rural areas of Uppsala, or by tackling an issue that is very important to the population in an innovative way (e.g., migration in Timisoara) or making use of existing infrastructure or technical clusters (e.g., the *Limerick Enterprise Development Partnership* that used the old site of the Krups factory).

Furthermore, **personal contacts and relationships** were a determining success factor in many case studies. In several cases, time and resources had to be invested in dissemination and personal meetings with stakeholders in order to secure their participation, whether it is convincing a company to do an environmental check (*EcoBusinessPlan Vienna*) or convincing a mayor to adopt energy initiatives in his municipality (as was done by the regional energy manager of Pritgnitz-Oberhavel).

Securing sufficient financial support is another important success factor. In most case studies, securing enough and the right funding mix was crucial for the policy action to even happen. *EcoBusinessPlan Vienna's* longevity is in great part due to a stable mix of funding from the City of Vienna, the National Ministry of Environment, the Chamber of Commerce of Vienna and the businesses it features. In many cases, LRAs tapped into European funding sources (e.g. European Structural Funds, ERASMUS program) to finance their projects.

Partnerships between the public and private sectors were fruitful alliances in many case studies, because each added value to the action. Contrary to the public sector, the private sector is more likely to take risks, which can lead to greater payoff for the action. This was clearly visible in the *Limerick Enterprise*

Development Partnership in Ireland. The private sector can provide a different perspective to the issue at hand and different approaches to addressing it than the public sector, which both can benefit the policy action. In several case studies, such as the *E-Factory* in Uppsala, the private sector was the initiator or a major driving force in the policy action. The balance between public and private interests was cited as one of the reasons for the success of the *Living Labs* in Apulia.

Involving the right individuals is another important factor in the success of several initiatives. People matter. While organizations dedicate their missions to working on specific issues, it is the people working for them that make the difference. In addition, personal connections between individuals were noted repeatedly as being of high importance. Such relationships, if built on mutual trust and respect, can help organizations to form partnerships that are more effective together or they can bridge divides that would normally remain. Several interviewees highlighted the importance of some individual personalities driving the project forward, insuring its implementation and the overall motivation of the team. This was notably the case for Uppsala's *E-Factory* and for the *Limerick Enterprise Development Partnership*.

In a few case studies, **mediated dialogues** helped ensure that the collaboration between different groups of stakeholders ran smoothly. This can be done with an actual mediator (e.g., *Migrant in Intercultural Romania* in Timisoara) or simply by having some neutral actors involved in some exchanges throughout the project (e.g., dialogues relating to *Antwerp's General Education Policy* were coordinated by neutral public managers rather than teachers).

Collaboration between different levels of government was perceived as a success factor for the local or regional initiatives. It appears that while EU, national and sometimes regional governments provide stability and funding to programs, local governments are essential to stimulate more interest, recognize locally specific contexts, and generate a greater sense of local ownership and control. In particular, the more detailed knowledge that local government has of their city or region can lead to more successful implementation. Multi-governance initiatives are better received than top-down approaches.

Finally, **local participation and uptake** is an important factor for most programs. Stakeholders sometimes take time to welcome an idea, but once a critical mass is reached, the remaining stakeholders are increasingly easier to convince. This was evident for Prignitz-Oberhavel's *Regional Energy Strategy*.

4.2.2 *External success factors*

Local/regional context was an important success factor in many case studies. For example, *Migrant in Intercultural Romania* owes a lot of its success to the fact that the issue of including and integrating migrants required a rapid solution in general, not only in the Timisoara area. Similarly, *Apulia's Living Labs* were initiated in a region that is home to three important universities and many public institutions for R&D, making it the ideal location for this type of experiment.

The **availability of funds** also has a great impact on the likeliness of an initiative to succeed. The *Limerick Enterprise Development Partnership* might not have been able to purchase the Krups site without the financial support of the Irish Department of Enterprise and Employment.

Other external success factors include:

- Robust **economic growth** which creates favorable conditions for the initiative to thrive (*Limerick Enterprise Development Partnership*).
- **Other cities that have already dealt with the same problems**, thus providing a good practice example (e.g. *Antwerp's General Education Policy*).

4.2.3 *Policy Roadmap*

Based on the factors analyzed above, a broad picture of what a suitable policy roadmap could look like for local and regional authorities who plan to implement the Europe 2020 strategy.

First, the initiative should be conceived by or at least developed with substantial input from local stakeholders who both know the region/city very well and who are well connected within the community and enjoy respect and good standing. These actors are critical in maintaining contact with the targeted population throughout the project and can provide useful feedback on implementation status, obstacles, changes in context or requirements, etc. that can then be used to adapt the project if and as needed.

Second, initiators of projects or actions should seek to secure a stable source of funding early on. Single funding sources should be stable and large enough to accommodate different budget sizes (e.g., national or a charitable foundation), while combinations of multiple sources should be screened for their compatibility in funding requirements with the project's objectives, their different timelines, reporting requirements (e.g., with respect to monitoring and evaluation). Private sources of funding may have different underlying objectives

that should be screened to make sure they are compatible with the intended project outcomes. The advantage of using a single funding source lies in a generally more streamlined application process and lower administrative costs in managing the money. However, if the funder's priorities or budget allocations change, a project may need be able to apply for renewal and run the risk of being terminated. Multiple funders, on the other hand, reduce that risk to some extent but typically increase upfront costs in acquisition maintaining the project budget.

Third, it is useful to include representatives of both the public and private sector in the project (e.g., advisory boards). The public sector should involve different levels of government as much as is useful and practical. As far as it is within the control of the project organizers, identification of participants from various stakeholder groups should focus on individuals who are known to be knowledgeable, respected, motivated, innovative, charismatic and cooperative.

Fourth, whenever dialogue and collaborative efforts take place between different groups of stakeholders, a pro-active planning for mediation is advised to ensure productive engagements.

Fifth, projects should always include a plan for wide and adequate dissemination of information related to the project from its early ideation stage through the completion of its final deliverable. Access to information as a public right should be seen as paramount and can have multiple benefits in terms of project awareness and support and should include a range of dissemination channels (e.g., website, newspaper, local radio/TV, newsletters).

Sixth, learning from others is a useful habit throughout all stages of the project and it should start with the ideation phase. It helps to make projects more effective, reduces misallocations of time and resources and spur new innovation that extends previous experiences made by other LRAs. Especially during the implementation phase the organizers of the project should actively seek knowledge exchange opportunities, if they are not already built into the project.

Seventh, projects often require or request additional work from local authorities and associated agencies. These may strain already tight capacities even further and/or may exceed the authority's knowledge pool. It is, therefore, advisable that the project organizers consider or work together with the authority to include capacity-building elements into the project from the outset (e.g., by allocating budget for staff members to obtain training or hiring additional staff for a temporary basis).

Eights, in almost all cases, projects involve or touch upon multiple layers of governance. It is thus a logical argument to include them in the relevant phases (which might be all or a subset of project steps). This collaboration between levels of government can lead to increased trust, new partnerships, and even formalization of cooperation in the form of multi-level governance agreements.

5 Conclusion

The case studies, and good practices they involve, that have been analyzed in this report featured locals and regional actors (LRAs) from Member States of different sizes and geographical locations, focused on different targets of the Europe 2020 strategy and faced different challenges. The sample was purposefully diverse in terms of geographic location, demographic and economic size, institutional capacity, and length of membership in the European Union. However, they shared the successful translation of goals and objectives formulated in the Europe 2020 Strategy into local policies and initiatives.

Our analysis indicates that this success was not coincidental, but rather the result of the policies and initiatives sharing design characteristics that may be associated with higher likelihoods of success. In particular, it emerged that these characteristics are independent of the topic or focus of the policy or initiatives, which allows their more general application across a broad range of situations and challenges. Factors such as involvement of local actors, personal contact between the participating organizations and groups as well as with the targeted population, the involvement of both the public and private sectors, the space for neutral or mediated dialogue, robust funding mixes and others have been named in many or all of the case studies examined. In some cases, internal success factors harnessed external factors such as local economic context and further increased the policy's chances to reach its goals.

Nonetheless, each city and region is unique and success factors cannot be indiscriminately transferred from one to another without adaptation. The success factors that we have identified cannot be taken as a recipe for success, but rather as a menu of options that are likely to contribute to success, if tailored to the realities of the city or region in question.

6 References

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7 Annex: Featured case studies

EcoBusinessPlan Vienna	
Member State	Austria
Region/City	Vienna
Contact Person	Dr. Thomas Hruschka
Contact Details	thomas.hruschka@extern.wien.gv.at
Issue the initiative addressed	Climate change, energy

Prignitz-Oberhavel regional energy concept	
Member State	Germany
Region/City	Prignitz-Oberhavel
Contact Person	Dr. Sabine Zillmer & Ms. Heiderose Ernst
Contact Details	sabine.zillmer@spatialforesight.eu , heiderose.ernst@prignitz-oberhavel.de
Issue the initiative addressed	Energy

Migrant in Intercultural Romania	
Member State	Romania
Region/City	Timișoara
Contact Person	Mr. Alexandru F. Ghita
Contact Details	afg@alexghita.eu
Issue the initiative addressed	Social integration

General Education Policy	
Member State	Belgium
Region/City	Antwerp
Contact Person	Mr. Steven Sterkx
Contact Details	steven.sterkx@stad.antwerpen.be
Issue the initiative addressed	School drop-out

ICT Living Labs and Smart Living Labs	
Member State	Italy
Region/City	Apulia
Contact Person	Ms. Adriana Agrimi & Mr. Paolo Casalino
Contact Details	a.agrimi@regione.puglia.it , p.casalino@regione.puglia.it
Issue the initiative addressed	Innovation, economic development

Limerick Enterprise Development Partnership	
Member State	Ireland
Region/City	Limerick
Contact Person	Ms. Anne Kavanagh
Contact Details	akavanagh@paulpartnership.ie
Issue the initiative addressed	Social intergration, employment

Making Innovation in Mobility and Sustainable Actions	
Member State	Italy
Region/City	Bologna
Contact Person	Ms. Manuela Marsano
Contact Details	manuela.marsano@comune.bologna.it
Issue the initiative addressed	Energy, climate change

E-Factory	
Member State	Sweden
Region/City	Uppsala
Contact Person	Mr. Andy Metcalfe
Contact Details	andy.metcalfe@regionuppsala.se
Issue the initiative addressed	Innovation, economic development

Borgas Municipality Sustainable Energy Plan	
Member State	Bulgaria
Region/City	Borgas Municipality
Contact Person	Dimitar Nikolov
Contact Details	obshtina@burgas.bg
Issue the initiative addressed	Energy, resource efficiency, sustainability

Moravian-Silesian Employment Pact	
Member State	Czech Republic
Region/City	Moravia-Silesia
Contact Person	Mr. Jan Beneš
Contact Details	jbenes@msunion.cz
Issue the initiative addressed	Employment, economic development

Free electric bike program in Águeda	
Member State	Portugal
Region/City	Águeda
Contact Person	Célia Laranjeira
Contact Details	celia.laranjeira@cm-agueda.pt
Issue the initiative addressed	Energy, resource efficiency, sustainability