Think Globally, Act Locally

Vision and Findings of the Project
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If the regions evolve, Europe evolves as well

This brochure accumulates a 3-year project experience and summarizes the main results achieved by joint efforts of the German, Hungarian and Spanish partners.

In this edition one can find the best practice examples from the project.

I would suggest several surveys for your attention:
1. The Methodology for the Internationalization of Local Authorities.
2. The Action Plan "Increasing Innovation Performance through Interregional Cooperation".
3. The Benchmarking Study 3, which identified the potential of future cooperation between Saxony-Anhalt, Észak-Alföld, Valencia and Latvia.

The brochure also offers the vision on how to transfer the good practices into internationalization policies, thus summarizing exchanges of various and valuable experiences.

I hope this brochure will serve you as good reference point for expanding your institution’s international experience, therefore-flip the pages and get inspired to think globally, act locally!

Solvita Zvidriņa
Director of the State Regional Development Agency, Latvia

Dear Reader!

As the Interregional Partnership Platform (IPP) project has got into the closing stage, this brochure could be considered as an accountability point for all of us who were involved in the project.

Three years have passed, therefore, we can evaluate the achievements. When we started this project, our aim was to promote the interregional cooperation with international partners. Nevertheless, we were interested in best-practice exchanges and the development of long-term networking.

Today, we can admit that we have reached several goals. For example, the improvement of regional competitiveness and development, the transfer of interregional know-how among local and regional players and, certainly, a wide range of personal acquaintances and personal contacts.

Greetings from Partner Regions
Greetings from Partner Regions

The idea of IPP is ingeniously simple and simply ingenious. Why don’t we use each other’s knowledge for mutual development of regions? No sooner said than done. So IPP and collaboration of regions were born more than two years ago. By today, the project proved its worthiness numerous times.

IPP promoted the internationality of different initiatives and enterprises, woke up the interests of stakeholders and supported the increase of regional export and the establishment of a common source of knowledge.

All these efforts had one goal: the mutual strengthening of the participating regions.

The IPP Project is based on two pilot projects and several workshops which helped to discover many new forms and ways of cooperation and to realize the crucial role of education and sharing experience. The five participating regions, which have a backlog demand to others in their countries, owe the IPP Project a sustainable development in the fields of education, economy and R&D. Thanks to these achievements the IPP Project attracts more and more supporters, investors and partners.

As a result of the three benchmark studies, the newest stage of the IPP Project has been developed: the Action Plan which will serve as a guide for upcoming programs. This plan handles the problems which all the regions share as a “common challenge”, such as unfavourable demographic changes, different market opportunities, etc. These problems could be solved via a common base of knowledge and the sharing of experience besides an enhanced economical cooperation. The measure of innovation can be increased with mutual learning and aimed specialization. Implementing the Action Plan, an electronic system was developed. Thereby, development and innovation agencies of different regions can communicate freely and with ease. Furthermore, the Action Plan aims to make the participating regions more attractive for investors and jobseekers.

Now in 2013 the IPP Project has a brand new opportunity to prove the success and necessity of borderless interregional collaboration. We are looking forward to see the results improve and to discover new advantages and methods along the way which will hopefully make this year a brilliant one for all of us.

Prof. Dr. Birgitta Wolff
Minister of Science and Economy of Saxony-Anhalt
Greetings from Partner Regions

Last years cooperation among the partners of the IPP Project has proven that the original idea - brought up three years ago - was sound. As a follow-up of the Perspective project, we came to the conclusion that international cooperations should not be limited to regional authorities. We tried to involve as many interested entities from our regions as possible to show them the great possibilities in these collaborations. At the end of the IPP project I think we did succeed in this matter, we were able to start pilot projects, and regularly involve the local level in our partnerships.

Dr. Norbert Grasselli
Managing Director of INNOVA Észak-Alföld Regional Development and Innovation Agency

The IPP Project has been identified, by the Valencian region, as a strategic tool that can help our territory reach the objectives of the Europe 2020 strategy to become a smart, sustainable and inclusive economy. These three EU priorities, which are expected to deliver high levels of employment, productivity and social cohesion, match with the Global Visión 2020 Strategy, which is been designed at regional level to make the region of Valencia a more thriving, attractive territory with a better quality of live, supported by the strategy of sustainable growth. This strategy will be based on the fostering of the entrepreneurial growth and the creation of job places, encouraging the innovating capacity of the enterprises and their internationalization.

The IPP project has allowed the main stakeholders to explore new paths for the internationalization, which has only been possible thanks to the high level of commitment of every actor in the project, further than the proper partners.

One of the main assets of this project has been the capability to involve and engage both local and regional authorities, enterprises, associations, etc. reaching ambitious and concrete achievements, such as regional and local summits, sectorial agreements, exchange of good practices and creation of common methodologies and platforms to develop sustainable actions, which will continue beyond the end of the project.

Victoria Palau Tárrega
Director General of European Affairs. Ministry of Presidency. Generalitat Valenciana Director de la Fundación Comunidad Valenciana Región Europea
IPP Team and Cooperation Partners

SAXONY-ANHALT

Ministry of Science and Economy of Saxony-Anhalt

Saxony-Anhalt is one of Germany’s 16 federal lands. Duties of the Ministry of Science and Economy of Saxony-Anhalt include business development, innovation and science policy.

Ministry of Science and Economy of Saxony-Anhalt
4 Hasselbach Straße
D-39104, Magdeburg
Germany
www.mw.sachsen-anhalt.de

Magdeburg city

Magdeburg is the state capital and seat of government of Saxony-Anhalt, however, little-known outside its federal land. Highlighting the unique feature of having two famous Ottos-Otto von Guericke (scientist) and Otto the Great (founder of the Holy Roman Empire) - in 2009 Magdeburg launched its branding campaign of Ottostadt (“City of Otto”) aimed to make Magdeburg recognizable. "Otto can do it!" sounds a Magdeburg-like answer.

State Capital Magdeburg
International Business Promotion Office
10 Julius-Bremer Straße
D-39090, Magdeburg
Germany
www.ottostadt.de

EU Service-Agency

The EU Service Agency is a consulting agency formed under the umbrella of the Investitionsbank Sachsen-Anhalt (Development Bank of Saxony-Anhalt). It offers actors and stakeholders in Saxony-Anhalt targeted support, both making them aware of the EU funding opportunities and facilitating their participation in such funding programs.

EU Service-Agentur (EU Service Agency)
Im Hause der Investitionsbank Sachsen-Anhalt
Domplatz 12
39104, Magdeburg
Germany
Tel.: +49 391 589 8380
Fax: +49 391 589 1933
E-mail: eusa@ib-lsa.de
www.eu-serviceagentur.de

tti Magdeburg GmbH

The tti Magdeburg GmbH is a service provider mainly for SMEs. It offers services, mainly focused on innovation, which are important for strengthening of the economic efficiency of their clients jointly with selected external experts from universities, research institutions and companies.

tti Magdeburg GmbH
9 Bruno-Wille-Straße
D-39108, Magdeburg
Germany
www.tti-md.de

EU-Hochschulnetzwerk Sachsen-Anhalt

The EU Academic Network of Saxony-Anhalt (GERMANY)

The EU Academic Network offers consultation and support for various researchers and research administrators at the universities. The EU Academic Network communicates information about EU research funding, provides support on proposal writing, project planning and management, etc.

Martin Luther University Halle/Wittenberg,
Zentrale Universitätsverwaltung, Abt.6.1
Forschungsförderung und Wissenstransfer,
10 Universitätsplatz
06108, Halle/Saale
Germany
Reference person: Sigrid Köhne
E-mail: sigrid.koehne@verwaltung.uni-halle.de

Otto von Guericke University Magdeburg,
Technology Transfer Centre
2 Universitätsplatz
39106, Magdeburg
Germany
Reference person: Martina Hagen
E-mail: martina.hagen@ovgu.de

Anhalt-Bitterfeld district

Anhalt-Bitterfeld is a district in Saxony-Anhalt federal land, comprising some 175 thousand inhabitants. Its main industries include chemistry and pharmaceuticals, food, photovoltaics (Anhalt-Bitterfeld has Europe’s greatest concentration of photovoltaic companies!) and automotive/metal processing.

www.anhalt-bitterfeld.de
ÉSZAK-ALFÖLD

INNOVA Észak-Alföld Regional Innovation Agency

INNOVA Észak-Alföld Regional Innovation Agency is an innovation centre in the region of Észak-Alföld that manages innovative ideas to market success by creating network between national and international actors. Beyond that INNOVA has a crucial role in the implementation of the Innovation Strategy of Észak-Alföld. In cooperation with regional experts the agency has developed the new regional innovation strategy in 2011.

Észak-Alföld Regional Development Agency (ÉARDA)

Agency's aim is to facilitate the efficient use of regional resources, create partnerships between the public and private sphere, as well as to establish and cultivate domestic and international relations for development and prosperity. Generally ÉARDA’s target groups are the university and colleges of the region, regional enterprises and start-ups, research and development institutions, non-profit organizations, and local governments.

Észak-Alföld Regional Development Agency
31 Széchenyi u.
H-4025, Debrecen
Hungary
E-mail: innova@eszak-alfold.hu
www.innova.eszak-alfold.hu

Euro-Region House

Since 1999 Euro-Region House has been playing a great role in raising awareness of local bodies, stakeholders and decision makers about participating in EU-funded projects. The company’s main objective is to provide up-to-date and reliable services and solutions to its proprietors about effective utilization of EU funds.

Euro-Region House Non-profit Ltd.
79 Piac u.
H-4025, Debrecen
Hungary
E-mail: info@euroregio.hu
www.euroregiohaz.hu

Chamber of Commerce and Industry of Hajdú-Bihar County

The Chamber of Commerce and Industry of Hajdú-Bihar County is the representative of the regional business community within the country and operates on the basis of voluntary membership. One of the most important objectives of the Chamber is to encourage the international activities of SMEs by having contacts with foreign and Hungary-based mixed chambers and also by providing them with information on foreign markets, consultation on foreign trade or helping them in organizing business meetings and trips.

Jászfényszaru city

Being a rather small town of almost 6 thousand people, Jászfényszaru hosts “Samsung Electronics” plant, which produces television sets. Employing over 2,000 people throughout the region, Samsung is one of the major employers in the Jászfényszaru area. For over 5 years, each June, the company has been organising Samsung day in Jászfényszaru – a one-day programme, comprising outdoor performances, concerts and entertainment open for all citizens. This practice is a good example of corporate social responsibility.

Municipality of Jászfényszaru
www.jaszfenyszaru.hu
University of Debrecen
Historically, the University of Debrecen is rooted in the Reformed College of Debrecen (founded in 1538). Having this heritage of over 470 years, the university is the oldest institution of higher education in continuous operation in Hungary. It is composed of 15 faculties and three agricultural research centres. University of Debrecen ranks among the top ones in Hungary on the basis of scientific potential and achievements.

University of Debrecen
www.unideb.hu

Nyíregyháza city
“Nyíregyháza offers more” is the slogan of Nyíregyháza, Szabolcs-Szatmár-Bereg county’s capital city. Having population of 117,000, Nyíregyháza is the seventh largest city in Hungary.

Municipality of Nyíregyháza
www.nyiregyhaza.hu

Jászság region
The mission of Jászság is to become a competitive small region based on its traditions and on the cooperation among the innovative and structurally based industry, modern agriculture and sustainable tourism.

Municipality of Jászság
www.jaszsag.hu/angol/index.php

ValEnCIa anD  PaTERna

Fundación Comunidad Valenciana-Región Europea (FCVRE)
The Fundación Comunidad Valenciana-Región Europea is a non-profit foundation aimed at strengthening the participation of the Valencian Region in the European Union’s policies and actions. It mainly works in the most relevant sectors for the development and improvement of the community life. The Fundación Comunidad Valenciana-Región Europea aims to promote knowledge on the EU opportunities and funding programs in all the institutional, economic, social and cultural fields of the Valencian Region.

Fundación Comunidad Valenciana-Región Europea
C/ En Bou, 11
46001, Valencia
Spain
www.uegva.info

Paterna
Paterna is the third largest town in the region of Valencia. Located on the left-hand bank of the Turia river, Paterna is now embraced by the metropolitan area of the nearby Valencia city, which is located just 5 km southeast of it. The town enjoys the tranquility and traditions of a simple agricultural life combined with urban progress which has created large cultural and industrial spaces.

With the slogan “Paterna, City of Business”, Municipality of Paterna is positioning the city as one of the most important business enclaves in Europe. It hosts the biggest and most modern fair in Spain.

Municipality of Paterna
1 Plaza Ingeniero Castells
ES 46980, Paterna
Spain
E-mail: oficinaue@ayto-paterna.es
www.paterna.es

The Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA)
The Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA) offers support for the direct participation of companies and organizations of the Valencia Region in EU strategic programmes on R&D and Competitiveness.

IMPIVA hosts a large service network SEIMED (www.seimed.eu) which stands for “Services for Companies and Innovation in the Spanish Mediterranean – Enterprise Europe Network”. It is a consortium that brings together the most appropriate organizations to provide a service close to the companies.

Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA)
6 Pl. de l’Ajuntament
46002, Valencia
Spain
E-mail: info@impiva.gva.es
www.impiva.es
State Regional Development Agency

State Regional Development Agency (SRDA) has been one of the most important players in the field of regional development in Latvia for more than 10 years. The major part of the SRDA’s portfolio is composed of the research in regional development issues and the development of IT-services for stakeholders engaged in politics or economics. SRDA also conducts the first level control of the projects of Latvian partners approved within the framework of territorial cooperation and cross-border cooperation programs.

State Regional Development Agency
Elizabetes iela 19
LV-1010, Riga
Latvia
E-mail: pasts@vraa.gov.lv
www.vraa.gov.lv

Latvian Technological Center

The Latvian Technological Center (LTC) is an innovation and technology-oriented business support structure – a business accelerator, which stimulates establishment and growth of knowledge-based SMEs by establishing relationships between research and industry as well as encouraging SMEs for technology transfer, local and transnational cooperation.

Latvian Technological Center
Aizkraukles iela 21
LV-1006, Riga
Latvia
www.innovation.lv/ltc

University of Latvia

The University of Latvia with its 17 000 students, 13 faculties and more than 20 research institutes is one of the largest comprehensive and leading research universities in the Baltic States. The Project Unit at the Development and Planning Department provides support and control for all European Social Fund and European Regional Development Fund co-financed research projects.

University of Latvia
Development and Planning Department/
Project Unit
Baznicas iela 5
LV-1010, Riga
Latvia
www.lu.lv

Riga Planning Region

Riga Planning Region (RPR) is responsible for elaboration of development and planning documents on the regional level, initiation and implementation of international cooperation projects, coordination of the public transport network in the region.

RPR hosts EU Structural Funds Information Centre which provides consultations to potential applicants about funding opportunities and conditions to facilitate socio-economic development of Riga region.

Riga Planning Region
18 Zagfrīda Annas Meierovica bulvāris
LV-1050, Riga
Latvia
E-mail: rpr@rpr.gov.lv
www.rpr.gov.lv

Daugavpils city

Daugavpils is a city, located on the banks of the Daugava River, from which the city derives its name (“Daugavpils” literally means “Daugava Castle”). With a population of over 100 000, it is the second largest city in the country after the capital Riga.

Daugavpils has a favorable geographical position as it borders Belarus, Lithuania and Russia. Daugavpils is a major railway junction and industrial centre. There are several great metal-processing enterprises in Daugavpils, food production and light industries are well developed as well.

Acknowledging the fact that provision of the information is a form of investment, Daugavpils municipality has aggregated information about all production enterprises of the city – their manufacturing capacity, export opportunities and interest.

On-line and up-to date catalogue is to be found at home page: http://uznemumi.daugavpils.lv/home/project_en.htm

Municipality of Daugavpils
www.daugavpils.lv

Vidzeme University of Applied Sciences

Vidzeme University of Applied Sciences (ViA) is an innovative regional academic and professional educational and research centre. Research being one of the priorities of the institution, ViA develops its own scientific traditions very purposefully.

Vidzeme University of Applied Sciences
Čēsu iela 4
LV-4200, Valmiera
Latvia
www.va.lv

Vidzemes Augstskola
University of Applied Sciences

Municipality of Daugavpils
www.daugavpils.lv
Zemgale Planning Region

The Zemgale Planning Region (ZPR) is a public regional institution which provides development planning, including elaboration of strategies and development plans as well as coordination of the implementation of these plans. ZPR too, hosts EU Structural Funds Information Centre, which provides consultations, seminars, training etc. for the potential applicants and project idea searchers.

Zemgale Planning Region
Katoļu iela 2B
LV-3001, Jelgava
Latvia
E-mail: zpr@zpr.gov.lv
www.zemgale.lv

Latvian Environmental Investment Fund

The Latvian Environmental Investment Fund’s (LEIF) mission is to reduce environmental pollution, promoting the implementation of environmental protection projects and also to increase the capacity of municipalities and commercial organizations in preparation and carrying out qualitative and effective projects from their idea to realization.

Latvian Environmental Investment Fund
Gertrūdes iela 10/12
LV-1010, Riga
Latvia
www.lvif.gov.lv

Baltic Environmental Forum - Latvia

The Baltic Environmental Forum's - Latvia main activity are projects dealing with fostering implementation of EU environmental policy in the Baltic states. Forum’s team works on different policy fields: energy efficiency, water quality & river basin management, chemical policy development, consumers awareness raising, nature conservation and Natura 2000 implementation.

Baltic Environmental Forum - Latvia
Antonijas iela 3-8
LV-1010, Riga
Latvia
E-mail: bef@bef.lv
www.bef.lv

Valmiera city

Valmiera along with Cēsis are two leading cities in Vidzeme region, with Valmiera being the business centre of the region. Valmiera is an industrial city, one of the economically most active cities in Latvia. Approximately 1600 companies are located in a city of 27 040 inhabitants which places Valmiera above the average national level in terms of enterprises per inhabitants. The main industries are: chemical industry, food production, metalworking, trade, construction, furniture.

Valmiera Business and Innovation Incubator

Valmiera Business and Innovation Incubator (VBII) promotes development of business in by supporting entrepreneurs. During the incubation process VBII offers new entrepreneurs office premises, infrastructure and contacts as well as consultations and services of business issues.

Valmiera Business and Innovation incubator
Purva iela 12A
LV-4201, Valmiera
Latvia
E-mail: inkubators@vbii.lv
www.vbii.lv

Cēsis city

Being over 800 years old, Cēsis is one of the most “senior” cities in Latvia. “Where the past meets the future” says the slogan of this city, which intends to be the cultural and tourist centre in Vidzeme region.

Culture and Tourism Agency of Cēsis
www.tourism.cesis.lv

Municipality of Valmiera
www.valmiera.lv

Municipality of Cēsis
www.cesis.lv
Benchmarking Study 3 “Reflection to Project Aims”

During IPP lifetime, three benchmarking studies were developed:
- Benchmarking study 2 (2011) “Strategies for Successful Internationalization”

Full version of all studies is available at: www.i-p-p.eu

Comparison of Main Data from Benchmarking Study 1 (2010-2011) to Benchmarking Study 3 (2012)
One of the most important things is that the Benchmarking Study 3 identified the potential fields of cooperation in existing industries. The interest shown by regions regarding interregional and international cooperation is in the following fields:
Pilot Project 1
“EU Funds Advisory Service Agencies”

Pilot Project 1 brought together a circle of institutions related to EU funding schemes, namely: EU funds advisory service agencies for municipalities, business support organizations and universities.

Among the objectives of the pilot project was the idea of optimizing networking among the agencies themselves and exchanging know-how about consortium building and partner search.

Pilot Project 1 was launched in September 2011, at a kick-off meeting in Nyíregyháza (Észak-Alföld) and climaxed in October 2012 in Brussels, during a follow-up workshop at the week of Open-Days. It is worth stressing that at this workshop the cooperation went beyond the circle of the pilot project’s partners, namely, the workshop was joined by interested stakeholders outside the project team in order to develop very concrete joint project proposals for upcoming calls in such programs as “Intelligent Energy Europe”, “LIFE+” and “Europe for Citizens”. In this way, sustainability was ensured and a concrete step was taken to continue the cooperation beyond the end of the project.
Joint project idea generation

As partner search is commonly recognized as a difficult work, a good opportunity for stakeholders to get to know the pilot projects’ partners and probably to launch a joint project with them was already offered in June 2012 in Jūrmala (Latvia), when a session of three parallel workshops was organized, each of them dedicated to a particular category of EU funds advisory agencies: municipalities, business support organizations and universities.

With regard to business support, Investment and Development Agency of Latvia (www.liaa.gov.lv), Institute for Small and Medium Sized Enterprises (www.impiva.es) and Szabolcs-Szatmár-Bereg County Regional Development and Environmental Management Agency (www.szszbmfu.hu) shared the experience of support measures to accelerate entrepreneurship and innovation development in their regions. The partners arrived to the consensus that the capacity of regions to innovate depends on a set of institutions, with business support agencies just being a part of it. Of crucial importance is the ability of these institutions (municipalities, universities, R&D centers, technology transfer centers etc) to establish, maintain and develop systematic joint work and coordinated action towards reinforcing innovative capability and competitiveness of enterprises. Interregional cooperation provides opportunities to accumulate a critical mass of knowledge by exploiting the best practices from other regions.

Without doubt, education and research institutions are central to a knowledge-based innovation system. Since regional capacities could be strengthened, accessing each other’s knowledge assets instead of duplicating already existing infrastructures, a good example of this practice came from Saxony-Anhalt. The representatives of EU Academic Network (www.euhochschulnetz-sachsen-anhalt.de) were happy to share the experience of their organization which was established exactly in order to provide information and consulting services in the area of research and innovation projects. The services offered by the network have received positive feedback by researchers, who stressed the high value of consultancy and practical help of the agency. EU Academic Network is a good example of a strong commitment on the decision making level to ensure its successful functioning: namely, rectors of different universities are members of the board of the EU Academic Network. Moreover, the network itself cooperates intensively with the Ministry of Science and Economy of Saxony-Anhalt and maintains contacts with the national contact points of the EU programmes. Universities from across Germany conduct regular meetings to exchange experiences.

Match Making Matrix – an instrument offered by EU Academic Network to ease cooperation between universities and research institutes. Namely, information about universities’ experience, research areas, fields of interest in projects is accumulated on an on-line platform basis.
Pilot Project 2
“Internationalization Strategies for Local Authorities”

“In 2011 the partners signed Joint Declaration for the Development of Competitive Territories, to start working on the Pilot Project “Our municipalities participate in the IPP through the development of its Pilot Project 2 “Local Strategy for Internationalization” <..>

We express the desire to promote local partnerships through effective coordination of our municipalities (at institutional and technical level) and our socio-economic actors (business community and associations).”

Quotes from the Joint Declaration for the Development of Competitive Territories, signed by Anhalt-Bitterfeld and Magdeburg municipalities (Saxony-Anhalt), Jászság, Nyíregyháza and Jászfényszaru municipalities (Észak-Alföld), Paterna and Valencia (Valencia), Valmiera, Čēsis and Daugavpils municipalities (Latvia).
Within the project a Strategic Plan, or “Methodology, for the Internationalization of Local Authorities” was developed. Partners agreed on 8 steps in which internationalization is to be achieved. The methodology emerged as a summary of experience of IPP project, combined with the theoretical literature sources. It serves as a starting point, and each municipality or other stakeholder is free to adjust it for their particular use.

Why internationalize?

- to speed up innovation activities to increase competitiveness of entrepreneurs
- to solve the challenges of ageing and shrinking population
- to find smart niche based specialisations
- to attract international population – investors, tourists
- to learn from others’ good practices

Internationalization in 8 Steps:

**Step 1:**
evaluate your assets – territorial capital. Territorial capital includes: location, natural resources, industrial territories and buildings (including unused); population (age structure, density, education and skills), business (number of enterprises, branches of economy).

**Step 2:**
define the goals of strategic development for municipality in midterm.

**Step 3:**
evaluate how interregional cooperation can contribute to achieving these goals?

**Step 4:**
answer the question, how broad to internationalize? Namely, decide, whether internationalization should be performed for the entire municipality or sectorally?

**Step 5:**
identify why internationalization is helpful? In what way should internationalization add up to your knowledge? What do you want to learn from international partners?

**Step 6:**
be clear, what do you want to achieve with internationalization in concrete terms on local, regional, national level?

**Step 7:**
identify your relevant partners, stakeholders, facilitators inside and outside of your municipality.

**Step 8:**
define how commitment in the administration will be generated? It is essential to achieve a consensus on decision-making level regarding the ways and areas of internationalization.

See the full version of the methodology, containing complete theoretical approach and examples from IPP regions at: www.i-p-p.eu
Moreover, partners shared regional good practices, among them:

- **Paterna “City of Business”:** practice of bringing together all economic agents and local council to promote entrepreneurship

- **Magdeburg’s branding campaign of “City of Otto”**

- **Jászság’s cultural thematic route** development in rural areas

- **Daugavpils’s practice of using its world-known persons born in the city** for the international visibility

Magdeburg is unique in terms of having two Ottos: scientist Otto-von-Guerecke and founder of the Holy Roman Empire Otto the Great. On this fact, the claim of the branding campaign was based:

Magdeburg – City of Otto.

Daugavpils, in turn, uses more than two famous personalities to associate their name with the city. One example is the Daugavpils-born artist Mark Rothko. An art centre named after him is under construction currently.
Action Plan
“Increasing Innovation Performance through Interregional Cooperation”

**Action Plan (2013)** is the final document within IPP project. The basis for its creation were three benchmarking studies, produced during the project’s lifetime, along with good practice accumulated in both pilot projects – “EU Funds Advisory Service Agencies” and “Internationalization Strategies for Local Authorities”.

Action Plan was created as a guide for further cooperation, as one of the results of the IPP project was the recommendation to continue and expand the existing partnership.

To start with, **common challenges** shared by all partner regions, were identified. To proceed, **actions** towards internationalization and innovation were suggested to **address these challenges**.

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**Common Challenges in the Realm of Innovation and Internationalization:**

**Challenge 1: to increase competitiveness and innovation performance.**

IPP partners have comparatively low regional competitiveness or ability to generate high and rising incomes and to improve

**livelihoods of the people living in the regions.** Regions represented by partner institutions, are ranked from 127th to 237th positions (from total 268 regions) in EU regional competitiveness index 2010.
**Challenge 2: to adapt to demographic changes and create secure, sustainable and competitive energy provision.**

Saxony-Anhalt, Latvia, Észak-Alföld, and to lesser degree - Valencia - are facing significant demographic changes, namely growing share of elderly and the shrinking portion of young people. A shrinking and ageing population requires new approaches to adjust specific infrastructures and has major consequences for the labor force and for its productivity. In addition all IPP regions face an energy challenge and share a need to develop secure, sustainable and competitive energy solutions.

**Challenge 3: to internationalize R&D&I.**

As the table above shows, IPP regions are ranked from 124th to 183rd positions regarding their strength in higher education, training and lifelong learning. Moreover, in all IPP regions, current imbalance exists between R&D spending at public and private level. The regions have common challenges to increase R&D expenditure in the business sector as well as to improve knowledge transfer to SMEs and large enterprises, thus promoting R&D activities in more applied and efficacious way. In order to compete globally, none of the IPP regions cannot rely only on their own knowledge base anymore.

**Challenge 4: to integrate enterprises and municipalities in global networks.**

IPP regions have limited market size potential; regions are ranked from 84th to 231st position in EU regional competitiveness index 2010. Therefore, it is of the upmost importance to internalize enterprises’ value and supply chains.

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<thead>
<tr>
<th>Competitiveness</th>
<th>Innovation</th>
<th>Unemployment</th>
<th>Higher Education, Training and Lifelong learning</th>
<th>Market size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saxony-Anhalt</td>
<td>127</td>
<td>127</td>
<td>10.9%</td>
<td>124</td>
</tr>
<tr>
<td>Valencia</td>
<td>165</td>
<td>179</td>
<td>12.10%</td>
<td>159</td>
</tr>
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<td>Latvia</td>
<td>216</td>
<td>201</td>
<td>14.30%</td>
<td>133</td>
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<tr>
<td>Észak-Alföld</td>
<td>237</td>
<td>213</td>
<td>9.70%</td>
<td>183</td>
</tr>
</tbody>
</table>

Source: European regional competitiveness index 2010

**Proposed Actions to Overcome the Challenges:**

**Action 1: mutual learning for enhancing regional innovation capacity.**

In order to boost regional competitiveness and innovation performance, municipalities and regional development agencies should enhance their governance capacity of regional innovation systems. That implies redesigning of innovation policies towards smart specialization, taking into account the restraints imposed by limited budget, changes in demography and new energy requests. Under these conditions there is a natural interest in sharing experience, in particular in new fields that require further conceptual work.

**Instrument: peer reviewing and twinning of innovation policies.**

The aim of the instrument is to increase governance capacities of IPP regional innovation systems by creating inter-regional links among regional development and innovation agencies, oriented on mutual learning.
Best practice example: Leonardo Mobility for Internationalization of civil servants

Lifelong Learning. Leonardo da Vinci Mobility projects are coordinated by Észak-Alföld Regional Development Agency (EARDA, www.eszakalfold.hu) in order to provide internship opportunities for partner organizations of the region to develop competences in international environment.

Instrument: international workshops to develop e-government services.

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

Best practice example: project search IT tool at http://ipptool.eu/en

IT-tool, created in IPP project, serves to ease getting in touch of stakeholders that focus on the same area of interest (energy, environment, health, information and communication technologies, innovation and research, interregional cooperation, security, social inclusion, employment and immigration, sports, tourism and culture, training and education, transport and city mobility, water management). Not only IPP project and cooperation partners, but every organization is free to register and post its proposal for cooperation on this website or look for the matching proposals already published!

Action 2: cooperation of clusters for reaching global competitiveness and building international network of clusters.

Taking into account the effects of globalization, which not only strengthen the competition between different locations but also offer new scope for business cooperation along the different value chains, trans-national cluster cooperation appears to be a new opportunity for growth. The main effort is made in (1) enhancing cooperation among cluster organizations of IPP regions in the fields of energy, medical technologies, pharmaceuticals, creative and culture industries, food, and tourism, and (2) integrating clusters into global cluster networks.

Instrument: co-designing public services for SMEs export activities.

Only 25% of SMEs currently export to markets inside and outside the EU. To help SMEs go international, they need the right information and support in markets within and outside the EU. The aim of this tool is to develop effective and resource efficient public services to increase export and innovation capabilities of SMEs. Ideally, the internationalization service provider should be based on the one-stop-shop principle to facilitate greater and easier access to SMEs, particularly for the smallest ones.

Instrument: cluster marketing.

The aim of the instrument is to create awareness of investment and job opportunities in IPP regions, thus attracting funds and talents to growing innovative clusters.

Best practice example: Attraction of foreign investments for Daugavpils City (www.daugavpils.lv)

The main activities conducted are participation in industrial international and regional exhibitions and organization of international business missions for local entrepreneurs.

Action 3: long-term partnership framework for creating knowledge assets.

Research infrastructure is central to knowledge-based innovation systems. Regional capacities could be built up by engaging partners in competitive research and innovation performance. Instead of duplicating research infrastructures, regions should make the most of each other’s research excellence. It would have more general role contributing to the circulation of “brains” and reducing the risk of brain drain while at the same time providing much-needed balance to the distribution of European research infrastructure.

Instrument: building researchers’ network.

The aim of the instrument is to strengthen intraregional ties among universities and research institutes to foster mobility of researchers.

Best practice example: EU Academic Network Saxony-Anhalt (www.euhoechschulnetz-sachsen-anhalt.de)

EU Academic Network Saxony-Anhalt provides information, consulting, and project management services to support researchers in raising funds from the European Union and in executing EU research and innovation projects. As a result, universities of Saxony-Anhalt are expected to be more successful in gathering funding for their research. Target groups are researchers, research administrators, and steering boards of universities.
**Action 4: interregionally connected universities and research institutes for talent attraction and retention.**

In order to attract and retain talents to mitigate the effects of population ageing and shrinking, cooperation among universities and research institutes should be increased. A globally connected university or research institute acts as a ‘window’ to the region and builds and enhances the image and reputation of the region in the wider world.

**Instrument: cooperation projects among universities and research institutes.**

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

**Best practice example: “Match Making Matrix” (www.euhochschulnetz-sachsen-anhalt.de)**

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

**Instrument: student mobility network.**

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

**Best practice example: Debrecen Summer School (www.nyariegyetem.hu)**

Debrecen Summer School (Észak-Alföld) specialises in organising Hungarian language courses for foreign students. Launched at seven distinct levels in practically each month of the year, various courses offer 40, 50, 60, 80 or 120 h language classes. In the year 2011 about 1000 students learned Hungarian language, culture and history at the Debrecen Summer School. There are about 30 teachers working at the Summer School, mainly from the University of Debrecen.

**Action 5: development of local regional partnerships among municipalities.**

The main instruments for building local and regional partnerships among municipalities and regional institutions are the **integration of internationalization in sectoral or horizontal policies** as well as providing information and guidance for support of internationalization.

**Instrument: city branding.**

The aim of the instrument is to create awareness of investment, tourism and living opportunities in IPP regions.

**Best practice example: “Paterna, City of Business” (www.paterna.es)**

Brand “Paterna, City of Business” is created by city council in close cooperation with local industry. The brand is used to promote the city as the biggest business enclave in Spain.

**Instrument: methodology for internationalization strategies for local authorities.**

The aim of the instrument is to help local municipalities and regional agencies adopt a more planned and more strategic approach to internationalization. **This tool offers methodological guidelines to develop internationalization strategies for local authorities** and is available for free use and inspiration at website www.i-p-p.eu.

**Best practice example: “Common Internationalization strategy for Valmiera, Cēsis and Smiltene”**

The goal of common internationalization strategy is to increase competitiveness at international level. Three action lines are highlighted: (1) improve business environment and attract foreign investments; (2) city marketing; (3) enhancement of municipalities governing capacities for internationalization activities.

The full and up-to-date version of Action Plan is available at www.i-p-p.eu.
Mainstreaming Seminar “Gateway to Internationalization in Regions and Municipalities”

The seminar took place in Jūrmala (Latvia) on June 14, 2012 and was attended by more than one hundred policy planners and makers at local, regional and national level, along with representatives from business development organizations, universities and NGOs. The main focus of the event was on discussion about how good practices from IPP regions could be included and therefore mainstreamed into their future regional development programs.

Jekaterina Beļajeva (Jūrmala City Council, www.jurmala.lv), welcoming Latvian and international guests to Jūrmala, gave an overview of this famous resort city, revealing Jūrmala’s future and investment plans.

In his presentation Rafael Escamilla (IMPIVA, www.impiva.es) spoke about cooperation between companies and innovation intermediaries in Valencia. IMPIVA (Institute for the Small and Medium Sized Enterprises), being in charge for the implementation of industrial policy in Valencia, administers financial aid programs (grants), provides technical infrastructure for Innovation support and offers services for enterprises. In Valencia, internationalization and business innovation are regarded as the main means to achieve the goal of improving productivity and competitiveness of local enterprises.

Thomas Micka (tti Magdeburg, www.tti-md.de) commented on results obtained from Pilot Project 1, giving an insight into experiences and concepts for cooperation among EU service agencies. He stated that partners shared a high appraisal of dissemination events such as Regions Day, webinars/online conferences, staff exchange between partners etc. Such fields as renewable energy, eco innovation/eco design and waste management are regarded among the partners as those with the highest potential for joint future projects.

José Antonio Redorat (Valencian Federation of Municipalities and Provinces, www.fvmp.es) spoke about what internationalization means for local authorities. He is convinced that irrespective of their size, all municipalities can benefit from networking and being involved in the
international arena. From various forms of internationalization, each municipality should use the most appropriate for them.

Dita Trapencere (Cēsis City Council, www.cesis.lv) was speaking about Vidzeme region economical development territory – a triangle composed between Cēsis, Valmiera and Smiltene cities, and expressed her satisfaction about three cities’ ability to come to an agreement about local cooperation for internationalization. Finding each city’s particular strength and putting emphasis on its development, partners don’t rival, but rather supplement each other: Cēsis being the cultural, Valmiera being the industrial, and Smiltene being the agricultural heart of the region.

Daina Krīviņa (Daugavpils City Council, www.daugavpils.lv) revealed Daugavpils’s municipality experience in achieving developmental goals through internationalization. She explained that participation in Pilot Project 2 helped the city to develop its Internationalization Action Plan, with a part of activities included in city’s Development Program Investment Plan 2012-2014. It includes such activities as municipality’s support to city marketing activities, international events for improvement of business environment and attraction of investors. A rapid elaboration of section “Invest in Daugavpils” at city’s homepage is a good example of city’s openness to internationalization: http://www.daugavpils.lv/en/348.

Andreas Fiedler (ISW Institute for Structural Policy and Economic Development, www.isw-institut.de) shared Saxony-Anhalt’s experience of using research results in developing strategies for regions and municipalities. For this purpose, the region has created Strukturkompass (www.strukturkompass.de) – a collection of data on regional development. Strukturkompass contributes to efficient administration by providing accurate data, supporting strategic decision making.

Thomas Wobben (Committee of the Regions Directorate E, http://cor.europa.eu) gave a view of the Committee for the future development of territorial cooperation in the EU. He explained that the Committee of the Regions is an Advisory body representing local and regional authorities at EU level. Nowadays reality is that national policies have less and less influence on economic and regional development, whereas in turn local and regional authorities have more responsibilities in the EU policy. In order to deliver effective policy, it is necessary to cross the traditional administrative boundaries and national frontiers, therefore – foster territorial cooperation across the EU.

Ilze Goba (Ministry of Regional Development and Environmental Protection, www.varam.gov.lv) gave an overview of Latvia’s regional policy priorities till 2020, which foresees European Territorial Cooperation to be one of the implementation tools and source of financing for regional and local projects. Key support directions include developing transport infrastructure, business infrastructure (industrial sites, communications), provision of public services and specific support in realms such as renewable energy, creative industries, tourism and cultural heritage etc.).
Burkhard Fieber (State Chancellery of Saxony-Anhalt, www.sachsen-anhalt.de) explained about the good practice of grant program “Saxony-Anhalt Interregional” which aims at promotion of interregional cooperation by ERDF and ESF. The grant program was initiated to deal with improving the quantity and success rate of project applications, development of human resources through knowledge transfer, contribution to internationalization of public bodies.

José Luis Muñoz (FCVRE, www.uegva.info) shared Valencia’s experience in involvement of regional and local stakeholders in interregional cooperation. FCVRE (Fundación Comunidad Valenciana – Región Europea) is an example of public-private partnership, which unites public bodies (regional government, municipalities, universities, research institutes) from one side and private entities (banks, chambers of commerce, business and entrepreneurial associations etc) from the other. FCVRE, created by Valencian Regional Government in 2003, acts as a broker of partnership, playing an active role for the internationalization through EU programs as well. In the frame of IPP project, FCVRE created an IT-tool served to ease getting in touch with stakeholders that focus on the same area of interest: http://ipptool.eu/en. The IT-tool searches information about EU funding for such areas as energy, innovation and research, tourism and culture, training and education etc.

István Oláh (Szabolcs-Szatmár-Bereg County Development Agency, www.szszmbfu.hu) shared the agency’s experience in cross-border cooperation programs and revealed its plans regarding fulfilling county’s regional development policy’s priorities, such as energy and tourism (with either specified target groups like senior tourism, or specified attraction, like gastronomic tourism, health and bath tourism), waste management etc.
Panel Discussion

The presentations of lecturers and IPP partners were followed by a panel discussion “How good practices of IPP regions can be included and mainstreamed into their future internationalization strategies?” Experts at panel discussion were invited to discuss their region’s main priorities for the next programming period and to suggest their ideas on internationalization.

Jūlija Jakovļeva (Ministry of Environmental Protection and Regional Development) stated that Latvia is primarily interested in infrastructure and cross-border cooperation projects, and the same applies to Észak-Alföld region. With regard to Saxony-Anhalt, Burkhart Fieber stressed the importance of investments in growth and employment and of the ties between research and business.

For José L. Muñoz (Valencia), the main growth priorities include the development of research, SMEs, transportation and mobility, as well as networking among innovation actors. At the end, all panel discussion participants arrived at the consensus, that either cross-border, or interregional, cooperation is very essential for solving common issues shared by the partner regions – starting from demographical challenges and ending with renewable resources.

All presentations are available at www.i-p-p.eu

Jūrmala is the largest resort city in the Baltics. The city owns 26 km long beach.
Final Conference “Key Strategies for the Internationalization: Innovation and Interregional Cooperation”

The Final Conference of IPP project was held in Valencia on November 29, 2012.

The conference was honored by the participation of high level representatives from Committee of the Regions, the European Commission, the INTERREG IV C Program Office, along with local and regional governments and other public and private stakeholders from IPP regions. In total more than 150 people attended the conference. The aim of the event was to discuss the perspectives of interregional cooperation in context with the competitiveness policies in EU and to reflect the main results of the IPP project.

The conference started with the welcoming speech of Máximo Buch Torralva, the Minister of Economy, Industry and Commerce of Valencia and Reiner Haselhoff, Minister-President of Saxony-Anhalt. They stated that both Valencia and Saxony-Anhalt already share a history of successful cooperation in the field of innovation and internationalization. Both regions have already initiated cooperation between governmental institutions, municipalities, universities etc.

The conference went on with the insight into the new planning period 2014-2020. Thomas Wobben (Committee of the Regions Directorate E) who happened to be also IPP project idea’s author, presented European strategies and upcoming policies for the interregional cooperation. He started with noting that basically all EU member states currently are facing challenges in meeting Europe 2020 targets, particularly in R&D investment and tertiary education. Therefore, the challenges for local and regional authorities have dramatically increased. Interregional cooperation can help to address these challenges in providing new ideas and co-operation partners, however, EU support for interregional co-operation will not be sufficient, therefore it needs to be combined with local and regional funding policies and strategies.
The latest proposals for European territorial cooperation foresee, a total amount of EUR 8.728 million (reduction of 1.086 million EUR), which should be allocated as follows:

- EUR 6.422 million for cross-border cooperation (decrease of 834 million EUR)
- EUR 1.806 million for transnational cooperation (decrease of 252 million EUR)
- EUR 500 million for interregional cooperation
- Co-financing rate for territorial co-operation should rise to 85% (+10%)
Two scenarios currently discussed for the future of INTERREG programme:

1. Improved integrated program (similar to IVC)
   - No revolution: INTERREG philosophy kept
   - Improvements & simplification (e.g. 1 type of project only)

2. Support program to national/regional Operational Programs under the investment for growth and jobs goal:
   - More fundamental change (less bottom up)
   - ‘Service provider’ to Managing Authorities

The conference continued with presentation of the main results of IPP project. Experiences were shared by representatives from IPP partner institutions, namely, Thomas Steinmetz (Ministry of Science and Economy of Saxony-Anhalt), José Luis Muñoz (Fundación Comunidad Valenciana - Región Europea), Orsolya Gregán (INNOVA Észak-Alföld Regional Development and Innovation Agency) and Solvita Zvidriņa (State Regional Development Agency of Latvia).

The passionate discussions started during two round tables - each for one of the pilot projects.

Round Table about Pilot Project 1

The round table and panel discussion about the Pilot Project 1 “EU Advisory Service Agencies” was dedicated to reflecting on the goals achieved in the pilot project and their sustainability after the end of the project.

Girts Kindzulis (Riga Planning Region, www.rpr.gov.lv) reported that participation in IPP offered his institution, which hosts also the EU funds information centre, a possibility to know about similar agencies, for example, EU Service Agency from Saxony-Anhalt, experience in promoting EU funds and offering support in project development. As a good initiative to share, G. Kindzulis explained about creation of an information platform for the EU funds – a web page offering search of available EU funds and project calls, seminars and other activities in Latvia: www.esfinances.lv.


Claudia Zott (EU Service Agency, www.eu-serviceagentur.de) whose agency played a model-role for many partners, revealed agency’s plans regarding preparation for the new funding period 2014-2020, and expressed readiness to develop joint project proposals. A first step in doing so was already made in October 2012 during Brussels Open-Days week. It was properly the EU Service Agency’s idea to organize within IPP project a follow-up workshop with the idea of offering the stakeholders an opportunity to meet in person and elaborate joint project proposal (see also page 12).
Round Table about Pilot Project 2

During the round table and panel discussion about the Pilot Project 2 “Internationalization Strategies for Local Authorities” the project partners agreed that strategic approach for internationalization is essential, therefore, the Methodology for the Internationalization of local authorities elaborated as a result of this pilot project is recognized as a useful instrument for starting work on internationalization. The discussant Daina Krīviņa (Daugavpils City Council, www.daugavpils.lv) whose represented municipality has already elaborated its own Internationalization Action Plan, explained how the approach offered by the Methodology for the Internationalization of Local Authorities was put into practice in Daugavpils.

The lack of external links and limited cooperation of municipalities are draw-back factors to their growth. Dita Trapenciere (Cēsis City Council, www.cesis.lv) showed a good example of a common internationalization strategy, explaining how Cēsis jointly with two neighbouring cities of Valmiera and Smiltene developed a common strategy in order not to compete, but supplement each other instead.

City branding is an instrument, adopted by several IPP partners, among them Paterna and Magdeburg, for the creation of awareness of investment, tourism and living opportunities. Rainer Nitsche (State Capital Magdeburg, www.ottostadt.de) and Sara Alvaro (Paterna City Council, www.paterna.es) were able to share their experience of success of their campaigns, respectively, “Magdeburg. City of Otto” and “Paterna. City of Business”.

It was shown, that city branding is the means for achieving both inward investment and tourism, and also for reinforcing local identity and identification of the citizens with their city.
The conference was attended by more than 150 people
Study Visits in Year 2012
February 21-22, 2012, Saxony-Anhalt

- **Region Bitterfeld-Wolfen** in Saxony-Anhalt used to be a significant location of industries. Today it is still so. Numerous enterprises have successfully developed and a complex infrastructure is the basis for an efficient development of the area. Among them is a giant Bayer Bitterfeld GmbH pharmaceutical factory (www.bitterfeld.bayer.de) which produces pharmaceuticals, including famous “Aspirin”.

- **Bitterfeld-Wolfen Film Museum.** Once the film factory in Wolfen was the second largest in the world. In one of its first production buildings nowadays an exhibition hall is organized. The visitors travel through an exciting time of history and industry from the year 1800, following the development and production of photo- and cinema film. The museum hosts the biggest collection of historic cameras in Saxony-Anhalt.

- **Landscape park Goitzsche.** The flooding of the old open-cast mine in 1991 surprisingly ended with a creation of artificial Big Goitzsche Lake, with an impressive area of 1332 ha. Coupled with vast opportunities for leisure and sports, this landscape park is a unique example of how sometimes blessing comes in disguise, if you know what use you can make out of it.

- **MHKW waste-to-energy plant’s** (www.mhkw-rothensee.de) ability to utilize 350,000 tons of waste per year makes it one of the largest ones in Germany. Electricity and heat produced in the plant is enough to serve 44,000 households, and reduces the need for landfills in the neighborhood. The plant was built in 2003 and created about 300 workplaces.
Famous Magdeburg Hemispheres are a part of a city’s image

• **Science Harbor of Magdeburg** is a formerly unused harbor which is currently being transformed into a science quarter. Among harbor’s tenants is **VDTC Frauenhofer Virtual Development and Training Centre** (www.vdtc.de) which adopts latest virtual reality technologies for applications in industry, including 360 projection system and 3-D visualizations which can be used for engineering and building.

Horses failing to pull apart two hemispheres - a tribute to Otto von Guericke who literally experimented on nothing, that is, vacuum

Project partners at Dinaburg Fortress. On the background - Mark Rothko Art Centre in the process of construction
April 26, 2012, Daugavpils (Latvia)

- **Daugavpils Clay Art Centre** ([www.dmmc.lv](http://www.dmmc.lv)). Pottery is a traditional and acclaimed craft in Latgale. In Daugavpils Clay Art Centre the project partners were able to see the wonder of turning of a lump of clay into a piece of art just in front of their eyes.

- **Industrial Area of Daugavpils.** Visiting the Industrial Area of Daugavpils, a guided tour was offered in “Axon Cable”, a French-owned company specializing in assembly of cable connections for high-tech – one of the major employers in Daugavpils.

- **Daugavpils University** ([www.du.lv](http://www.du.lv)) was founded in 1921 and today with 3200 full-time and part-time students is the biggest regional state university in Latvia.

- **The Daugavpils (Dinaburg) fortress** ([http://dinaburgascietoksnis.lcb.lv](http://dinaburgascietoksnis.lcb.lv)) is an architectural monument of national importance, embodying the fortification art of the 19th century which survived without significant modifications up to this time. Along with the Daugavpils Airport, Dinaburg fortress is the major investment object in Daugavpils.
Illustrated History of IPP Project
Illustrated history of IPP project