

INCORD

Kick-off meeting with 1st Workshop & Steering Group meeting 5th - 7th of July 2004 in Erfurt, Germany

Place: LEG Thuringia
Mainzerhofstr. 10/12
Erfurt, Germany

List of Participants

Brocks, Silke (DV e.V.)
Cybula, Stanislaw (Drawski District)
Czuday, Holger (LEG Thuringia)
Hajek, Libor (Olomouc region)
Hellmer, Franziska (BVLEG)
Huttenloher, Christian (DV e.V.)
Jakubowska-Lazecka, Joanna (Malopolska RDA)
Kotwica, Barbara (Drawski District)
Losekoot, Tamar (Drawsko District)
Maier, Josef (LEG Thuringia)
Moistus, Tanel (Keila Municipality)
Nowak, Marta (Drawski District)
Parr, Melanie (EGS)
Petrusek, Roman (BVLEG)
Prof. Knieling, Jörg (University Hamburg-Harburg)
Seck, Thomas (LEG Thuringia)
Slapa, Sabine (DV e.V.)
Steinmüller, Rolf (LEG Thuringia)

External participants of the conference: general directors, managers and executives of several State Development Companies in Germany.

Minutes

Monday, 5th of July

Press conference

Instead of making a press conference as it was outlined in the Agenda, the regional TV (MDR) was informed in advance and accompanies the afternoon excursion for making a report for a regional information programme of Thuringia.

Presentation of and Introduction in INCORD

Within the annual summer meeting of the German State Development Companies the INCORD project is presented by Roman Petrussek, Franziska Hellmer, Holger Czuday and Melanie Parr to several general directors, managers and executives of the German State Development Companies and other agencies acting in the field of urban and regional development (see presentation, Annex 1).

Roman Petrussek gives a short introduction into the general background, idea and spirit of the project: fostering the transfer and exchange of experiences between border regions of “old” and “new” member states in the field of regional development. Afterwards Franziska Hellmer presents the detailed objectives, action programme and foreseen outputs and results to the audience. Holger Czuday and Melanie Parr detail the INCORD presentation by giving an overview about the foreseen pilot projects. The discussion leads to the conclusion that the project is an important step towards a strengthened and enriched cooperation between different regional development institutions of border regions as well as to the improvement of existing regional development instruments and processes.

Presentation of the integrated urban development area of Erfurt-Brühl

Reinhold Stanizek, General Manager of the LEG Thuringia, makes a presentation of the urban development area of Erfurt-Brühl, a former industrial area. Situated in the very centre of Erfurt and having been some sort of a ghetto / no-go area before the reunification, it was reshaped and redeveloped into a multifunctional urban high-quality zone integrating industrial (SMEs), cultural (new city theatre), tourist (new 5 star hotel) and residential (apartments and one-family-houses) use. During the excursion guided by the project developer of the Brühl-area several sites are explained in more detail.

Reception by the Minister for Economy, Labour and Infrastructure of the Free State of Thuringia

Jürgen Reinholz, Minister for Economy of the Free State of Thuringia, welcomes the INCORD members and the other invited guests and expresses his great pleasure to host the Kick-off conference and especially welcomes the partners of the new member state regions in Thuringia. He underlines the importance of a sustainable and successful regional development process for the State. This is especially shown during the transformation process after reunification with a lot of impulses given by development projects of the LEG Thuringia. Today the Free State of Thuringia is despite already existing challenges in a good position compared to other East German Länder, the unemployment rate is the lowest within the East German

Länder and also the growth rate is higher. Concerning the INCORD project he wishes all partners a successful and fruitful cooperation. He stresses that the INCORD approach is very promising for the enlarging EU, as it combines active exchange of experiences and know-how with practical pilot actions on innovative regional development instruments.

Visit of the Erfurt Dome and the new Theatre in Erfurt Brühl

With the Erfurt Dome and the new theatre one historical and one very recent urban anchor point, giving main impulses and being important attraction of the city of Erfurt are visited. The theatre was built within the development process of the Erfurt-Brühl area and inaugurated in September 2003. The visits were guided by a manager of the theatre.

Tuesday, 6th of July 2004

Excursion to Weimar: New Construction Project at the Horn (Neues Bauen am Horn)

In the Bauhaus University of Weimar presentations on the development of the former military area surrounding the Bauhaus University are held. It represents the most famous reconversion project (named “Neues Bauen am Horn” – New Construction at the Horn”) of a military area the LEG Thuringia is responsible for. In the style of Bauhaus numerous family houses have been constructed. One of those is visited by the kick-off conference participants. Moreover former military barracks in the Horn quarter, which has been reconverted into a new training and lecture building for the Weimar Franz List Conservatory for Music, is visited.

Visit of the Goethe House in Weimar

Return to Erfurt

1st Workshop (1st part)

Welcome and Introduction

Christian Huttenloher welcomes all INCORD partners and introduces into the agenda of the first workshop. This afternoon is dedicated to the presentation and discussion of the different institutional structures for regional development in the participating countries. This is important for knowing the institutional and legal background for the development of RDCs. Thus, the partners present for their country the general administrative structure and the institutional system of regional planning / development. Moreover the DV has already edited a first working paper with some basic information on these issues which is handed out to the partners. This working paper will be detailed and revised after the session using the information of all partners.

The second day of the Workshop (on Wednesday, 7th of July) has the objective to exchange about the first concrete steps for the development of a RDC.

Administrative Structure and Planning System of Germany

At first Silke Brocks gives an overview on the administrative structure and planning system in Germany (see presentation, Annex 2). The main characteristic of Germany in comparison to other European countries is that it is a Federal Republic. This means that institutional powers are separated between several state levels. Germany is divided into 16 federal states, 114 planning regions and around 14.000 municipalities. The federal states are called "Länder" like the Land of Thuringia or Mecklenburg-Vorpommern. Three of these 16 Länder are city-states: Berlin, Bremen and Hamburg. They are both Municipality and Land at the same time.

An important characteristic of the structure of Germany is that the federal states have their own power and competences. They do not have the full autonomy, but they have the sovereignty for their area. This is also formulated in the federal constitution. Thus, the Länder have also their own Legislation, Execution and Jurisdiction. This federal principle is also of central importance for the regional development, because it allows regional distinctiveness and initiatives.

Spatial Planning in Germany relies on federalist and specialist co-operation instead of hierarchical and centralised decision-making. Therefore the National Government, the 16 Länder, the planning regions and the municipalities share the tasks of spatial planning. One important principle in this German system of spatial planning is the so called principle of countervailing influence (Gegenstromprinzip), which says that the arrangements of the smaller areas have to adjust to the arrangement of the whole area. And in contrast the arrangement of the whole area has to account for the conditions and requirements of its sub-areas.

The National level has only weak competences in the field of spatial planning and regional development. It has a so called comprehensive competence that it fulfils by enacting the Federal Spatial Planning Act (Raumordnungsgesetz), a national law for Spatial Planning. This law determines principles and basic models for spatial development and stipulates a framework of regulations concerning the contents and procedure of spatial planning. The Länder are then responsible for fulfilling and specifying these contents in greater detail.

The Federal States have the main competences in the field of spatial planning. They have enacted their own planning acts to fill the frame of the national law. Each Land has to develop a Spatial Structure Plan, which consists of a textual and a graphical depiction. It determines the aims and principles of the targeted spatial order and development for the Land. These aims and principles are binding to all public authorities of the lower level.

The planning regions in Germany: The federal States have created an additional level of regional planning between the municipalities and the federal state. It is organised very differently in the several federal states: In some Länder the regional plans are developed by the federal state itself, in other states it is organised on the level of the administrative districts (Regierungsbezirk), which is a decentralised state administration in the region. In some states the competence for regional planning is on the level of the counties (Kreise), which are a form of local self-government combining several municipalities to a bigger administrative unit. And again in other states it is organised by regional associations, which consist of a number of counties.

The regional plan regulates the main features of the aimed land-use. It tries to combine all the different requirements of the land into one integrated concept. The main contents in most of the regional plans are:

- A basic concept for the settlement structure, which defines the centres of development for housing and commercial areas.

- A basic concept for the development and protection of the environment, this includes the defining and mapping of “areas for the protection and development of nature and landscape”.
- A basic concept for traffic infrastructure and other infrastructure of regional importance is also included in the regional plan.

The last important level of Spatial Planning are the Municipalities. They have the right of self-government and are consequently very strong. They have also the competence of planning for their territory and can make legally binding determinations of the future land use of the cities. But their spatial plans has also to be developed according to the aims and guidelines of the plans of the higher territorial level, so in accordance to the Regional Plan and the Spatial Structure Plan of the Land.

To implement their objectives, the municipalities prepare two main plans:

- A Land-Use Plan (Flächennutzungsplan) for their whole territory, which outlines the type of land use. For example building areas, important road axes, facilities for requirement, different types of green areas. This plan is binding to all public authorities.
- A second important plan is the Legally Binding Land-Use Plan (Bebauungsplan) for smaller areas, which contains legally binding stipulations on how individual plots can be used.

As INCORD concentrates on regional planning, Silke Brocks finally adds some more details on Regional Planning in Germany.

The regional level in Germany is comparatively weak. This is mainly a political question, as the Länder and Municipalities are a very strong level. They do not want to reduce their power. This means that often regions do not have a big influence; they are more an intermediary level without bigger competences. For instance, some regional organisations have only the competence for spatial planning. But they do not have any instruments and resources for implementing their spatial plans. This is more done by sectoral policies like transport, economy etc.

In the last years there has been a development towards more cooperation and networking on the regional level in order to strengthen the regional level. As a result new informal instruments for regional planning, like regional development concepts and urban networks were developed and tested. Some municipalities or administrative districts voluntarily adopted those instruments of cooperation to promote their region or to overcome certain problems. Those cooperational regions are not necessarily equal to the planning regions defined by the federal state.

Planning System and Structure of Thuringia

Thomas Seck from the LEG Thuringia details the presentation of Silke Brocks by demonstrating the concrete example of the planning system and regional institutional structures of the Land Thuringia (see presentation, Annex 3). The Federal State of Thuringia has 2.4 million inhabitants. It consists of 6 urban districts (Erfurt, Weimar and Jena are the most known), 17 counties and 1006 municipalities.

Each Federal State prepares a State Development Plan (= Spatial Structure Plan) for its territory. The Plan for Thuringia was validated in 1994 and has currently been overworked. According to the responsibility of the Land to demarcate regions for which regional plans have to be developed in Thuringia there are four formal planning regions. The regional plans have been validated in 1998/1999. They are set up by the RPCs (Regional Planning Communities (= Regionale Planungsstellen)), whose members are the Majors of the cities, county commissioners/District Chief Executives (Landrat) etc. The municipalities and relevant institutions

are involved in the elaboration of the regional plans. The formal regional planning has a controlling function; it got more and more important after the reunification. In addition to the formal regional plans, there are informal instruments like Regional Development Concepts and Site Development Concepts. In Thuringia there are about 50 informal regions (besides the 4 formal planning regions) which have been created on the basis of RDCs and also other informal regions like tourism regions (e.g. the region of the Thuringian forest). This shows that RDCs have become more and more important as the basis for projects of regional relevance, for the cooperation of municipalities and for steering the financial subsidies from the state or the EU. Additionally, Regional Management as an instrument to implement the RDC-projects becomes currently more important.

Planning System and Structure of Mecklenburg-Vorpommern

Melanie Parr from the State Development Company (EGS) Schwerin adds some special features of the regional structures in Mecklenburg-Vorpommern (see presentation, Annex 4). This Federal State is situated in the north-east of Germany and has 1.744.624 inhabitants. There are 12 counties and 6 urban districts, which are combined into 4 planning regions. The tourism industry is one important factor in the economy of Mecklenburg-Vorpommern. In 2003 there were 22.14 million overnight stays and the state had the highest increase of overnight stays in Germany.

Melanie Parr underlines that for tourism development it is important to cooperate in order to achieve sustainable development instead of competition, which will only result in short term effects. The advantages of regionalisation are the bundling and networking of potentials and budgets, effectiveness through common strategies (i.e. marketing and events), synergy effects through complementary supply and service and the creation of a positive and marketable image for the region. RDCs are in this frame an important instrument – at least important to get money (from the EU).

Discussion

The different functions of the LEG Thuringia and the EGS Mecklenburg-Vorpommern are asked. The LEG is an implementation instrument for project development for the government of Thuringia. The EGS is a daughter of the LGE GmbH (LGE Landesgrunderwerb Mecklenburg-Vorpommern GmbH) and thus a daughter of the Land Mecklenburg-Vorpommern. It handles the task in Mecklenburg-Vorpommern, mainly focussing on culture and housing development. The MARR as a comparable company is acting as cooperating partner of the government, but without having special competences given by the State. They help the government and are direct contact for investors.

Administrative Structure and Planning System of Czech Republic

Libor Hajek from Olomouc region starts his presentation on the administrative structure in the Czech Republic by outlining the different administrative levels (see presentation, Annex 5). According to the NUTS-level (Nomenclature des Unités Territoriales Statistiques) given by the EU, five NUTS-level can be identified for the Czech Republic:

| | |
|--------|----------------------------------|
| NUTS 1 | Czech Republic |
| NUTS 2 | 8 Cohesion Regions |
| NUTS 3 | 14 Counties (Regions) |
| NUTS 4 | 77 districts (abolished in 2001) |

NUTS 5 6251 municipalities

Libor Hajek states that a regionalisation process started mainly in 2001 when the districts were abolished and combined to counties. But this regionalisation process is not totally finished yet. There are still changes expected in the structure and distribution of responsibilities.

Besides, Cohesion Regions (NUTS 2-level) were established on demand of the European Commission for implementing the EU-Structural Funds. Therefore, an organisational model/system had to be found. Each Cohesion Region consists of 1 to 3 Counties. Each Cohesion region has established an assembly, which consists of 10 representatives of each county/region of the Cohesion region.

On the level of the county (region) there is a combined model of public administration. Counties have on the one hand a self-governing-power, which is mainly responsible for regional development, grant schemes, legislative power and traffic service. The head and representative of the self-government is the Governor (Hejtman). The state administration's responsibility on the other hand focuses on permissions and control of self-government. Therefore a head is sent by the State. Thus, there are two heads (1 for the self-government, 1 for the representation of the State on the county-level) but who share one joint administration.

Besides these administrative units, a development of so called micro-regions has been recently started in the Czech Republic. This model is not yet very widespread at the moment. Olomouc county started this new regional model of micro-regions. One micro-region is composed by several municipalities. They are organised as follows: One mayor of the involved cities becomes the chairman of a micro-region, which has a board with about 5 mayors. The micro-region is not an administrative unit but for cooperation on an informal basis. It is a very new system which will be established now in all counties.

It is asked if the described system is a stable structure. Libor Hajek answers that it will probably stay the same in the following years. Perhaps the NUTS 2 regions (Cohesion regions) will gain in competence and power. He personally hopes that the EU-Operational Programmes will be more decentralised in the future and thus the NUTS 2 regions will have more power. Until now, almost every OP is centralised. Only for the JROP, the Joint Regional Operational Programme, regional sub-programmes at the NUTS 2 level exist.

Important actors in the regional development are Regional Development Agencies (RDA), of which one exists in each county and which are owned by the municipalities, the Chambers of Commerce and Agriculture, NGOs and Labour Office. The RDA Olomouc, which was established in 1997, is responsible for Olomouc county. The function of an RDA are project preparation, running EU programs, cooperation with municipalities. Libor Hajek is working for Czech Investment Agency forming part of the RDA Olomouc. Czech Investment Agencies were established by the Ministry in every region for attracting investors to Czech Republic.

Administrative Structure and Planning System of Poland

Marta Nowak from the Drawski District presents the administrative structure and planning system of Poland (see presentation, Annex 6) which according to Marta is very similar to the French System and Structure.

From 1 January 1999 there are: 16 Voivodeships (regions), 373 administrative districts and 2.489 local community councils.

The dimension of the Voivodeships (regions) differs considerably not only according to the total area, but also according to the population density. The biggest Voivodeship in terms of the total area, is the Mazowieckie Voivodeship with 35.579 square km, the smallest is Opolskie Voivodeship with 9.412 square km. Regarding the population the Mazowieckie Voivodeship has again taken the first place with a population of 5.13 million, the final place is taken

by Lubuskie Voivodeship with a population of 1.01 million. Zachodniopomorskie Voivodeship occurs in the middle; the total area is 22.902 square km with a population of 1.7 million.

The governing bodies in Poland are divided between central and regional administrations. On the central level the Ministry for Economy, Labour & Social Policy is responsible for policy-making regarding the economic development of the state and co-ordination of government administration's economic activities. The second important Ministry is the Ministry for Infrastructure with its State Office for Housing and Urban Development. It has among other things the responsibility to take influence on the spatial planning, housing and real-estate policies and to prepare national government programmes on the development of local infrastructure.

The Government Centre for Strategic Studies prepares long-term strategic programmes of the economic and social development; concepts and programmes of the country's spatial policy and long-term strategies for Poland's regional development; analyses the consistency of Voivodeship programmes' implementation with the national strategy for regional development and the long-term strategy for the country's regional development and inform of any discrepancies noticed.

On the level of the Voivodeship there is a dual administration-structure, which consists of the Marshall and the Voivode. The Voivodes (Governors) are representatives of the central government in the Voivodeships. They act as bodies of supervision over local self-government units and represent the State Treasury. A Governor is appointed by the Prime Minister and is responsible for the execution of the government's policy within the Voivodeship. He is also the head of the governmental administration.

The Marshal represents the self-government of a Voivodeship. He is elected by the regional Parliament (poln. Sejmik) and is the chairman of the "Marshal Board", which consists of five persons and is the executive of the self-government. Since 1st of January 1999 the Voivodeships are responsible for the development of their territory. Thus the most important functions of the Marshal authority are connected to regional development. Its duties are to stimulate the economic development, to provide public services of regional importance and to ensure sustainable development. The Marshal has as the Voivode also his own administration.

Generally the Voivode is from the leading party at national level, whereas the Marshal does not need to be from a party or a politician. In the future financial means will be shifted from the Voivode to the Marshall in order to strengthen the self-government. Then the Voivode shall only be responsible for general administration and control.

In general there are three levels of development plans in Poland: The national development plan, the Voivodeship development plan and the District development plan. At the municipal level an Environmental Protection Plan has to be prepared. The plans have to relate to each other and the municipalities also have to take into account the plans of the higher levels.

A strategy development plan is prepared for the Voivodeship (= Voivodeship Development plan). The task of this regional plan is to formulate the spatial policy of the region based on the concept of

- socially agreed objectives and directions of development,
- spatial development and settlement system organisation,
- location of principal public infrastructure and other developmental programmes,
- integration of natural and cultural environment requirements into spatial policy,
- and eventually and indirectly, the concept of balancing regional and local interests with those of the whole country (national and transnational).

The level below the Voivodeships are the districts. A district is self-governed and has own administration. The head is the Staroste (Landrat). They have a district development plan.

Stanislaw Cybula, the staroste of Drawski district, adds that the Polish municipalities are still a strong administrative level. In comparison to them, the regional level has not yet a strong power. But this will probably change in the next two to three years. The regions are supposed to get more competences. The INCORD project should keep an eye on this development.

Concerning the regionalisation process in Poland, it has to be outlined that there is a constant process of social changes, started back in 1989. This social change, taking into consideration the tempo, profoundness and range, is one of the biggest changes that countries of comparable dimension have experienced. This change in the past few years showed a great dynamism and comprised respectively different fields of life. However, irrespectively of its commencement, the change is not yet completed in any of the different fields.

The regional politics in Poland in a greater degree is being conditioned by phenomenons and activities with an international character, connected with the process of economical integration in Europe, the capital mobility growth, betterment of communication techniques, in general the widely understood globalisation of social-economical development.

Institutions dealing with Regional Development are Regional Development Agencies, Foundations for Enterprise Development, Local Initiatives Agencies and Business Incubators. They focus on the creation of a conducive environment for establishing new businesses in order to develop the regions and improve their employment situation. The role of the quasi-autonomous non-governmental organizations will be to respond to the specific and current problems and needs.

Joanna Jakubowska-Lazecka from the Malopolska Agency for Regional Development S.A. (MARR) presents afterwards the role and function of the Regional Development Agencies in Poland in more detail (see presentations, Annex 7). The MARR was established in 1993 upon the initiative of the Kraków Voivode and the Agency for Industrial Development (Agencja Rozwoju Przemysłu S.A.) in Warsaw. It is an independent company whose main shareholders are local government institutions, regional enterprises and business associations. Over 85% of the shares are held by the Malopolska Voivodeship. Their main activities and tasks are the service for investors, international cooperation, capital projects, promotion of the Małopolska region and support for SMEs within the region. Joanna Jakubowska-Lazecka notes that they are thus partner for the regional government, but they have no direct regional competence. But they can have regular influence on implementation.

Administrative structure and Planning System in Estonia

Tanel Mõistus from Keila Municipality (in Harju county) presents the Planning System in Estonia (see presentation, Annex 8). There are 15 counties (regions) in Estonia and Harju county with it's 4.333 km² surface is the 2nd biggest. Concerning the population (523.000 inhabitants) and population density (120 in/km²) it is on the 1st position. Harju County consists of 25 local governments.

The aim of the Regionalisation process in Estonia has been to decrease the regional units in order to cut down on public service expences. The state has united regional units and created the level of the county. The County governments are directed by the national level, which carries out its policies through County Governments.

The Planning levels in Estonia are:

1. State Planning, which presents the interests of the state
2. County planning, which conceptualises and performs the regional developments of the county and archives the county planning projects and natural person's construction projects.
3. Local government planning, has to take into consideration the county planning

4. Detailed planning

Generally the county governments are responsible for regional planning. They try to bring together the state's and local government's interests. In Harju county the responsible institution for regional planning is Harju County Government (HCG). It compiles the county planning in association with the ministries and local governments. After some time the county planning (which is the basis for local government planning) is renewed. Local government plans are corrected if necessary. The developers and constructors must also take into consideration both, the county and local plans.

Besides the regional (county) level, there is also the municipal and the so called Township-level in Estonia. The townships are kind of rural municipalities in the backyards of the bigger cities.

Discussion

The partners decide that a special glossary on administrative bodies is needed as the different appellation of the regional level is quite confusing. The DV will prepare such a glossary and integrate it in the Working Paper about the institutional structures of each partner country.

Wednesday, 7th of July 2004

1st Workshop (2nd part)

Welcome and Introduction

Franziska Hellmer, BVLEG, welcomes all partners on behalf of the Lead Partner and wishes them a successful second workshop day. She especially welcomes Prof. Knieling from the Technical University of Hamburg-Harburg who was invited as an expert for RDCs to the meeting. She then points out the agenda for this day.

Christian Huttenloher, DV, also welcomes all workshop participants. He explains that in the morning three questions related to the first steps of a RDCs will be discussed:

- How to demarcate the region for developing a RDC?,
- How to integrate regional players in the development process of a RDC?,
- How to make a SWOT-analysis as important basis for a RDC?.

Then he introduces the external expert, Prof. Knieling. Due to his scientific and professional career at the University of Dresden and Hamburg-Harburg and at the city administration of Hamburg, he could gain both huge theoretical and practical experiences with RDCs. Therefore he is a very valuable and appreciated expert for the INCORD workshop by providing also an external input and estimation to the discussions of the partners.

Regional Development Concepts (RDC) – Objectives, Main Pillars and Potentials

As a main base for the discussion of the partners, Prof. Knieling gives a detailed overview about the main objectives, pillars and potentials of a RDC (see presentation, Annex 9).

First of all, he points out in detail his personal professional and scientific background. Besides his professorship at the University of Dresden and Hamburg-Harburg (Faculties of regional

policy and development) he was also involved in several projects related to the RDC issue (e.g. LEADER, Regional Innovation Strategy).

As an introduction he explains, that RDCs are normally used at a “meso-level” – a level between a municipality and state level. The use of RDCs came up mainly in connection to the European Regional Policy, which influences the change for project-oriented development to a conceptual and integrated development. So funds are often only given in a context of integrated programmes which have also strong participative elements. In the sixties and seventies the planning philosophy was more dedicated to an exogenous approach – looking on effects coming from outside the region. Since the eighties the awareness raised for taking also the endogenous potentials into account. Besides, sustainable development as well as new approaches of governance (regional self-organisation) became main focuses.

One of the most important aspects for the development of RDCs is to mobilise the endogenous potential; that means to get most out of the region. Besides the endogenous view also an external view is important to enrich and stimulate the discussion (above all for innovation). Moreover he emphasises the importance of an integrated development approach including different issues (e.g. housing, economy, social aspects, infrastructure), consequently also different departments of the administration and both public and private partners in the development process. Thus, the relevant regional actors have to be involved and motivated by a “drive train” – the main engine in the region empowering the cooperation and communication process.

A further part of his presentation is the description of how to do a RDC in practice. Therefore first of all a strategic management is needed. A first step is to make a SWOT-analysis, an analysis of the strengths, weaknesses, opportunities and threats of the region in order to clarify what the competitive advantage and the main priorities for the region are. However, this should not be an all inclusive analysis but be focussed on the purpose of the RDC – quality instead of quantity of data is required. On the basis of the SWOT-analysis the regional players have to decide “where they want to go”. This means to develop a future vision which can also be used as a tool for successful marketing. But for not making the process of developing a vision for the region a too long and discouraging process without any tangible results after a certain time, it is important to start at quite an early stage with some small pilot projects. This avoids that the participating actors do not see the direct benefit of the RDC process. One main part of the RDC and a very important stage of the future implementation is the action program. It contains a summary of main projects, which constitute the priorities for the region, the denomination of project executing organisations, a financing scheme and an operating schedule. For the whole process a strict and effective organisation which might be supported by an external moderator is recommended. As in all activities the implementation aspect should be considered, also the financial incentives have to be analysed.

Finally Prof. Knieling gives an outlook on the broader context of RDCs. RDCs are as an instrument on the one hand a completion of existing regional planning instruments and on the other hand one part of a whole regional management process. They also represent the change from regional planning towards regional development and thus towards implementation oriented approaches. As main success factors for RDCs he underlines the integration of private partners in the development process of a RDC for mobilising the endogenous potentials, the strategic concentration of the SWOT-analysis.

Discussion

Within the following discussion one first question is if RDCs are already used in the new member states. Libor Hajek from the RDA of Olomouc region explains that for the Olomouc region a regional development strategy had to be developed in the frame of the preparation of

the EU structural fund programs. This strategy gives the framework for EU-funded projects, but is rather a theoretical base, as it was only developed by one consultancy without a regional participation process. In Estonia there are no comparable instruments so far but every county and municipality has got development plans, which are made by private companies. An additional remark of Melanie Parr is, that the Eastern European partners are often not yet familiar with participative and cooperative methods like workshops which are moderated.

As basis for further discussion every partner presents the status of the pilot project.

Olomouc: The SWOT-analysis has already been started and will be finished until the end of the year. The LEG Thuringia is evaluating their own three conversion projects in Thuringia in order to see in which way the experiences can be transferred to the partners of Olomouc region which will also concentrate its pilot project on a military airbase.

Malopolska: All post industrial areas will be identified and analysed in the region. Then they will assess the potentials of the identified areas and concentrate later on the area with the highest potentials.

Drawsko/Keila: For the pilot project the SWOT-Analysis has not yet begun but they can base on first existing data analysis for other issues (e.g. for Drawsko there is already a tourism analysis available). In Keila they currently decide on the demarcation of the region.

Demarcation of a Region

As impulse for the discussion of the three above mentioned questions guiding through the INCORD Workshop, Silke Brocks makes a short introduction into the question how the region for a RDC can be demarcated (see presentations, Annex 10). She identifies three main options:

Demarcation according to ...

- administrative borders;
- thematic focus of the RDC;
- existing co-operations.

Discussion

The partners state how they will demarcate the region for which their pilot RDC will be developed.

Olomouc: For the planned RDC the demarcation will probably follow a mix between the administrative and the thematic option. But the borders are not yet fixed. Possibly Olomouc county will also involve the neighbouring Zlin county. As the airport should become a gate for both regions, probably the whole territory of both regions will be included.

Malopolska: The RDC will probably cover the whole Voivodeship. First it was thought only to concentrate on one site, but now the focus is widened. For the demarcation it is more a mixture of the three principles, however the administrative borders are important regarding to the implementation and financing of the foreseen activities. The MARR also does not want to create new regions.

Drawsko: The most important criteria to demarcate the region is the river being the driving engine for the region. Nevertheless they want to find a system in between all three options. So they will also base on existing cooperations especially in tourism.

Keila: The criteria is also a river, but not the whole river area will be included but some important neighbouring regions. For Keila it is specially difficult as the city has difficult relations to one neighbouring township (rural municipality) that is important for the RDC process. Thus, Prof. Knieling gives the advise to demarcate the region according to a thematic aspect as this might be a possibility to overcome the difficult relationship. Then it is clear that the RDC is designated to one common objective. Trust can be created by choosing this way of demarcation.

Prof. Knieling additionally advises that an administrative region (e.g. Estonian county) might be a stable core part / base for cooperation as it has the legitimation to make decision on implementation and finance. Besides the county level is often the contact to the EU. However it might be too small or too big for the thematic issue of a RDC. That is why the demarcation of the region should stay flexible and open for always being able to widen the cooperation. As trust is a main success factor for cooperation, a stable cooperation base by a core cooperation of county bodies, is very useful. According to different thematic focus different other regional parts can be added.

Holger Czuday from the LEG Thuringia remarks that the demarcation of the region depends also on the organisation / institution that is in charge of the RDC-development (e.g. public body is limited to administrative borders).

Organisation of the Participation Process

Silke Brocks introduces into the second question how to organise the participation process for a RDC development. At first the key actors in the region have to be defined, this could be for example the municipalities, the mayors, the authorities and especially the departments of economic development and spatial planning, Chambers, Regional Planning Agencies and actors from civil society.

The Second step is to find an adequate organisational structure in order to ensure an efficient working process. Silke Brocks outlines some important factors which have to be considered in the process:

1. All actors from the region have to be integrated equally into the process.
2. All the actors have different legitimacy, different competences, motivation and knowledge.
3. The exchange of information between the different committees has to be secured.
4. Each local authority and each administrative district should name a contact person.

Silke Brocks emphasizes that this list is of course not exhaustive.

In order to organise a cooperation process, certain tasks and functions have to be fulfilled. There has to be a committee which takes the important decisions and there have to be groups of people who work on certain subjects. The process needs to be organised and assisted by someone. A possible organisation structure could exist of a Steering Committee, several Working Groups and an Advisory board.

Discussion

Prof. Knieling points out one main point that “form has to follow function”. Before discussing organisational forms of the cooperation, it has to be clear why the organisation is needed. Therefore the first step must be to decide on the aims of the process.

Besides, he mentions that cooperation bears one risk, because it is often a monopole or restricted to a closed club. But it is important to get innovation and unusual ideas into the process. For example the experts of the advisory board give new ideas to projects. The cooperation should be open for new ways and outside views, consequently the structure – and especially the working groups - should be held flexible and open for all interested persons.

The actors should be also distributed to the committees according to their interests. People who are more interested in operative actions should participate in the working groups. Not everybody is interested in steering and organisational issues.

Melanie Parr asks how to get all relevant actors of the region involved in the process. Prof. Knieling answers that when one important person does not want to participate, the efforts and the advantages have to be shown to him. Another important factor is time, in most of the cases the person will join later. Silke Brocks adds that it is often like a “snowball-effect”. If one important actor, who initially did not want to participate in the development process, sees that others are actively involved in the process, then he will probably get the feeling to miss something and to lose the chance to influence the process. Then often the decision to participate is taken in the end.

MARR: Joanna Jakubowska-Lazecka mentions that they will mainly concentrate on the decision-makers to get them involved in the RDC process. But they also wish to involve Universities, scientists, informal agencies, non-profit organisations etc. As much actors as possible shall be integrated. Joanna Jakubowska-Lazecka has already talked with this people.

Drawsko: They are already in cooperation with NGOs, with spatial planning offices and with tourism development associations.

Prof. Knieling points out one central problem called “cooperation dilemma” which means that if you bring different actors together they do not have the same interests. Each actor is thinking egoistically and regards the profits of his own organisation. At the beginning of the cooperation process they might be more careful. Therefore it is important to provide “win-win situations” and to build up trust. If one partner is disadvantaged in one project he has to get an advantage in another project. In order to achieve this, the cooperation has to last for a longer period. Libor Hajek refers to this recommendation by outlining that they will go back to successful projects in the past to show the given possibilities to the relevant regional actors.

Joanna Jakubowska-Lazecka of the MARR adds that the actors have to be reminded that it is always easier to implement individual needs together and that they became partner voluntarily. Prof. Knieling points out that trust is the most important thing for a successful cooperation. That is why small pilot projects are vital to show that something can be reached together. For this, projects have to be found which can be implemented quite quickly; an airport for example would be too gigantic for the first step. After this first project success the following steps will be easier.

SWOT-analysis

At the beginning Silke Brocks points out the importance and the conception of a SWOT-analysis. A SWOT-analysis is a detailed analysis of the strengths, weaknesses, opportunities and threats of a region. The strengths are for example specific resources and capabilities of the region, which could build a competitive advantage. This could be for example a good location or traffic infrastructure, some economically dynamic clusters, well educated people or good soft location factors like a high quality of the environment or social and cultural infrastructure. The weaknesses are the absence of those.

The analysis helps not only to conclude first ideas and topics for working groups, but it also enables to find suitable aims, projects and measures which will help the region for its future development.

The first step to make a SWOT-analysis is to collect the required data. It is very important not to collect a huge amount of data which is not needed in the end. There are three main sources of data: 1) evaluation of existing data and concepts on regional development, 2) collection of focused new data, 3) interviews with key actors from the region.

This data has to be analysed and evaluated in order to find the strength and weaknesses of the region. This is not a linear process, which means that the analysis starts while data is collected and that the results are reflected with the new inputs of the interviews.

In the end of the SWOT-analysis adequate strategies to support the specific strength(s) of the region and to overcome some of the weaknesses in order to create a prosperous region can be identified.

Discussion

Prof. Knieling emphasizes that the “O” for Opportunities and “T” for Threats are often mixed with “S” for Strengths and “W” for Weaknesses. Strengths and Weaknesses are inside facts whereas opportunities and threats are outside factors like globalisation or demographics.

Besides, he mentions that interviews with key actors of the region can be used not only for gathering information but also as an activating instrument. For example the key actors could be asked additionally about their priorities and visions for the region so that they may win interest to participate in the RDC-process. In this sense the SWOT-analysis is the beginning of the cooperation process.

Olomouc: Libor Hajek points out that a SWOT-analysis has already been made in the course of the EU-programmation (for the JROP). But this was a very general and crude analysis and has to be detailed now. A feasibility study for the airport was conducted.

MARR: Joanna Jakubowska-Lazicka notes that the analysis has been started.

Drawsko: A general SWOT-analysis already exists, it needs to be detailed.

Keila: Tanel Moistus points out that lot of basis data does already exist. They are currently trying to gather all relevant data.

Thuringia: Holger Czuday adds that in Thuringia SWOT-analyses exist also for the Operational Programs of the EU Structural Funds. They will detail the analysis in all regions in the next half year.

Prof. Knieling asks if SWOT-analysis is a new instrument in the new member states. Tanel Moistus answers that is not new for them. They know this kind of analysis from Marketing as the SWOT-idea comes from the marketing approach.

The partners require an example for a SWOT-analysis and Christian Huttenloher promises to check if there is a document for SWOT-analysis of the EU that he can send to the partners.

Prof. Knieling reminds that it is important to know how to use the results of the SWOT-analysis. It is easy to concentrate on the strengths, but also the weaknesses are to be regarded. This depends on the thematic issue. He stresses that each partner should remember that a SWOT-analysis is just a tool and not a solution.

Thomas Seck points out that weaknesses are often seen differently from inside and outside the region. For that reason it is an advantage to develop the RDC pilot projects in a bilateral approach and to compare the pilot projects within the joint workshops (component 2 of IN-

CORD) by a benchmarking analysis, which is the comparison with other municipalities or regions in the same country. It is important for the regional identity to know the strengths and weaknesses.

Minutes by Silke Brocks and Christian Huttenloher,
German Association for Housing, Urban and Spatial Development – 13th of August 2004