



Regione Lombardia

**LOMBARD PRESIDENCY
"FOUR MOTORS FOR EUROPE"**

**WORK PROGRAMME
2013 - 2014**

TWENTY-FIVE YEARS OF FOUR MOTORS COOPERATION

The year of the Lombard Presidency of the Four Motors for Europe comes at a key moment in the history and future of this association as 2013 marks 25 years since its creation on 9 September 1988 thanks to the forward-thinking of Baden-Württemberg, Catalonia, Lombardy and Rhône-Alpes. Even back then, well before such ideas came to the fore, the governments of these regions realised that an open, nimble network would be able to play a significant role in building a Europe of the people and in the growth of the entire EU area. Over the years, this vision has proven to be true. The Four Motors network has managed to breathe life into a model for success based on the exchange of experience, on the promotion of shared projects (entrepreneurial partnerships, missions abroad, programmes focusing on the professional growth of young people...), and on engaging and being more open to ever greater markets and even continents (such as the missions to China, Morocco and so on). Over time, many other European regions have decided to make their own contribution for specific initiatives.

A NEW ROLE FOR REGIONS IN THE GROWTH OF EUROPE

Twenty-five years down the road, the Four Motors are still driving forces in their respective countries. A quick look at key economic and research data suffices to show as much: GDP per capita well above the European average; positive trend for productivity per hour worked; a significant concentration of internationally recognised university research facilities; and top positions on indices, including the performance index, the attraction index and the structural potential index (*source BAK-Basel 2011*).

This does not, though, equate to their position in Europe and the world remaining unchanged. This has been influenced by developments in the global economic

situation and the enlargement of the European Union. Today, as such, it is even more important that the Four Motors intensify their efforts to constantly reinterpret their history and future cooperation, continuing to be a role model for multi-level governance in the EU.

Indeed, in the current climate, the role of subnational governments has become especially important, playing a key role in the major shift towards a completely new form of governance based on a network approach in which all levels of government work to draw up policies and then to implement them and verify the results. It is precisely because of their optimal dimensions that subnational authorities are proving themselves suited to integrating differences, seeking alliances and developing cooperation.

Thus, if Europe wants to return to being a leader and truly competitive on the world stage, it is necessary to give increasing importance to such forms of cooperation between regions. The ability of large subnational governments to network will be the deciding factor between stagnation and development.

BUILDING EUROPEAN MACRO-REGIONAL ENTITIES

In taking the Presidency of the Four Motors for Europe Association, the Lombardy Regional Administration shall seek to ensure that the defining aspect of the Lombard Presidency programme will be the optimisation and improvement of European macro-regional networks and entities.

The Baltic Sea, Danube and Benelux regions are already learning a lot about such cooperation in the European grouping of territorial cooperation (EGTC) experiment. This is a change that truly needs support and backing. Hence, the Four Motors must also work to create the necessary conditions for ensuring the European Union gives sufficient importance to the Regions, starting with the definition of EU policies, the distribution of funds and the recognition of the institutional dignity of cooperation

networks between areas. It is specifically important that regional institutions have increased functions and greater policymaking autonomy in certain specific areas of action.

- ❖ *In this light, we plan to organise a means for exploring in greater detail key European macro-regional projects, such as the Fédération Wallonie-Bruxelles (the first macro-regional initiative in a single country) or Grande Région-Grossregion, which includes Wallonia, French and German-speaking communities in Belgium, Luxembourg, the French region of Lorraine and the German federal states of Saarland and Rhineland-Palatinate.*

EXPO 2015: A CHANCE FOR THE FOUR MOTORS REGIONS TO LEAD THE WAY

In 2013, Lombardy also plans to increasingly create concrete opportunities for exchange on topics of common interest, such as farming, water, energy, the green economy, the environment, mobility, sustainability, research and innovation. These themes will be at the centre of the major World Expo to be hosted by Lombardy in 2015 (see the thematic section in this document). Therefore, a further defining aspect of the programme for the Italian Presidency will be the path towards Expo 2015.

Expo 2015 can and must be - especially at a moment of such limited growth in the Eurozone - an opportunity to kick start the economy and focus the global spotlight on various European Union regions, especially since it will be the only such event in Europe for the next 25 years. The importance of this event can be gauged simply by noting the European Commission will be involved in the Expo. Expo 2015 will be a unique opportunity for the EU not only to ensure it continues to play a central role in the development of future initiatives on food and sustainability, but also to make sure its citizens are informed about past results and future goals.

The Four Motors have already agreed that it is important to have an active presence at the World Expo in Milan. The EXPO theme contains an array of potential ideas that the Four Motors - because of their lengthy experience in network cooperation and because of the important role that each of the countries has come to play in their home country and internationally - are invited to debate and to assess whether to make possible commitments: food security - the guarantee of food for everyone - and food safety - the guarantee of the quality and safety of food; battle against food counterfeiting, the role of technology and sustainable development; energy and environmental themes; rules and markets; solidarity and international cooperation; prevention and treatment of new diseases linked to bad dietary habits; and the importance of correct nutrition education.

- ❖ *For the six-month period of the EXPO (May-October 2015), the Four Motors can agree on a programme of events and initiatives: each region can suggest individual initiatives, coherent with the Expo theme, and then these can be agreed on at the Four Motors coordinating committee such that each partner can select specific aspects of its region to relate to the association's projects and areas of reflection.*
- ❖ *More specifically, during the period of this presidency, the Four Motors will explore the issue of food safety and nutrition education more deeply in order to bring to light innovative experiences and policy proposals that the regions can put forward in the light of the European Year against Food Waste (2014) and then the World Expo in Milan.*
- ❖ *The Lombardy Regional Administration also plans to explore the question of the battle against food counterfeiting, starting with its publication of the document it is in the process of drafting with national and international institutions. This also forms part of the framework of inter-regional*

appointments and platforms promoted by Lombardy, such as Forum Alpinum 2014.

NEW CHALLENGES 25 YEARS ON: FISCAL AND INDUSTRIAL POLICIES, RESEARCH AND INNOVATION, TOURISM

The programme for the Lombard Presidency of the Four Motors will not overlook the constant comparison of governance models by the partners, the sharing of best practices and the analysis of the respective development policies, which are founding aspects of the association.

Twenty-five years on from the founding of the network, how have regional governance competencies, relations with the national government and the levers for supporting growth and competitiveness developed? What correlations are there between these developments and the level of economic development achieved?

One of the issues that will definitely be focused on is the taxation system. In Lombardy, like in the other Motors, regional competence for taxes is limited and does not reflect the relative weight of the taxes generated by these regions in their respective countries.

- ❖ *Events involving both institutional representatives and academics will seek to uncover the current situation and plot the most effective ways of affirming subnational authorities even for fiscal matters.*

Looking at the characteristics of the Four Motors Regions, it is manifest how important the industrial system of each region is. Lombardy, Baden Württemberg, Rhône-Alpes and Catalonia are also the driving regions in their countries for the primary sector of the economy.

- ❖ *Comparison and debate will also have to focus on the entrepreneurial fabric of the partner regions, with an event that will draw attention to industrial policies and that will not only involve the Regions, but also representatives*

from the manufacturing world (entrepreneurial associations, chambers of commerce and so on).

The desire for a broader, European vision for industrial choices that ensure industry remains central to these regions must be combined with an equally supranational concept of research and innovation policies. The Lombardy Regional Administration and its Four Motors partners want to promote a unified approach to innovation that forms cross-border ties between scientific institutes and European companies.

- ❖ *As Lombardy takes over the Presidency, it will put in place a specific initiative for the sharing of proposals to be implemented jointly in 2014. This shall include, for example, a shared call for proposals that focuses on promoting research and innovation using funds made available by Europe.*

Last but not least among the strategic sectors the Lombardy Regional Administration wants to place under the Four Motors magnifying lens is tourism. This sector is vital for all the partner regions, but it is increasingly subject to fierce global competition and, as such, it must focus not only on traditional quality, but also on innovation and an integrated offer.

Together, the Four Motors can make significant strides forward in this area, planning innovative tourist options, especially with a view to the Expo.

- ❖ *Things will kick off with Borsa Internazionale del turismo (intentional tourism exchange exhibition, 13-16 February 2014), which will include a specific working area for the regions in the association.*

THEMATIC AREAS FOR COOPERATION INITIATIVES

ENVIRONMENT

The Four Motors for Europe alliance has long been a tangible sign of the key role played by subnational authorities in defining and enacting European environmental policies. As such, the work already done by the Four Motors for Europe is a strategic part of working together on achieving the priorities on the EU agenda, especially in terms of air quality and adapting to climate changes.

Given that the process to revise the European strategy for air pollution is underway, the Four Motors regions could make their contribution to Europe by highlighting the positive experiences and cases of drawing up and implementing local and sectorial policies to reduce pollutants and greenhouse gases.

The priority theme areas for developing this theme area during the Lombard presidency will be:

- **Air quality:** During 2013, proclaimed the year of air quality by the European Union, various scheduled or current initiatives will become strategically important, starting with "AIR-Quality Initiative of Regions", a group made up of 12 European regions formed in 2011 to define and share policies for improving air quality. At present, the Lombardy Regional Administration is the coordinator for this body. Comparison within the context of the Four Motors will make it possible to look at the different areas of action side-by-side (including mobility and transport, energy, farming and forests) along with the related measures to be adopted in the short, medium and long term, as determined in accordance with the expected results for improving air quality and reducing emissions as well as the related costs, social impact and technical and economic feasibility.

- **Climate change:** Given the growing awareness in the EU of the need to adapt Member states to the challenges posed by climate change (EU Adaptation to Climate Change Strategy, 2013) and the generally agreed importance of defining specific adaptation measures at regional level (“Green Paper on Adapting to Climate Change, 2007” followed by the “White Paper - Adapting to Climate Change, 2009”), the focus will be on exchanging experiences and best governance practices for adaptation (including a specific conference on this topic). More specifically, the aim of the initiative shall be to outline a process that involves partner regions and gets them cooperating so that a common framework for the development of regional adaptation strategies can be drawn up. Workshops and seminars will be used to present a reference methodological framework for assessing, from a sectorial standpoint, the impact and vulnerability of an area to climate change, the areas most at risk from the combined forces of human expansion, natural risks and climate change, and the analyses of possible actions and measures for inter-sector and sector-specific adaptation.
- **Environmental education:** Given the success of the Environmental Education European Day held in Lyon on 4 March 2013, the idea is to promote, during the Lombard presidency of the Four Motors, an **Environmental Education and Sustainable Development European Day in Lombardy**. This will be another step in the process of reciprocal learning about positive cases of environmental policies and the related implementation models as well as creating a space for possible European governance. The methods used by the regions for environmental education could also benefit all of the sustainability initiatives on which the Four Motors regions cooperate. In this paradigm, the theme of climate

change, for example, provides an opportunity for reflecting on aspects of education and ethics founded on the principles of responsibility.

- **Integrated, sustainable urban development:** The promotion of quality strategies for urban regeneration and stability - through initiatives that: favour the decarbonisation of urban economies; improve energy performance in cities; reduce risk factors (natural, economic, social) and increase resilience capabilities by re-balancing the urban-rural relationship; streamline the management of natural resources to encourage savings and efficiency, thus improving people's quality of life- is a common goal for all large European regions with significant urban and metropolitan areas, where the biggest development challenges are to be found (competitiveness and growth, environmental sustainability, social cohesion). We propose holding a **joint meeting** with the "environment", and "economy & cluster" working groups to initiate an exchange on this topic. The idea is to outline a strategy of common actions starting from **an exchange of best practices** in the various Regions and encouraging cities to "meet" and exchange ideas. It is also our proposal that our work be structured with a view to submitting at least **one territorial cooperation project** that could compete in EU calls for proposals.
- **EU project design for the environment:** The participation by subnational authorities in EU calls for proposals to apply for co-financing and the possibility to further integrate "sustainability" into local and national policies will continue to provide a superb opportunity to identify and implement best practices, even with a view to the upcoming 2014-2020 budget. The creation of networks of entities from the worlds of research, the institutions and business as well as consolidating existing ones is intended to create specific partnerships. These, in turn, can help encourage, for citizens or specific target groups (as the ultimate

beneficiaries of project outcomes), participation, training and communication. Constantly updating and selecting the bids most suited to a specific project concept is fundamental, especially in the transitional phase to the EU 2014-2020 budget.

- **Eco-sustainable procurement:** Lombardy will promote, among the partner regions, the guidelines for public tendering and procurement optimisation. It will also develop opportunities for an exchange between the Four Motors on how to encourage green purchasing and the principles of Green Public Procurement and Corporate Social Responsibility.

ECONOMY, RESEARCH AND INNOVATION

In terms of the economy, research and innovation, during the Lombard Presidency various initiatives will be developed in order to guarantee continuity with the past and, also, to implement new ideas and initiatives of interest to the Four Motors.

The economy working group will continue its efforts. It has already provided a valuable contribution to the creation of joint missions, focusing on entrepreneurs and the organisation of opportunities for exchange in order to bring about actual cooperation between businesses. It is worth stressing that each of the Four Motors is engaged in the definition of its own **Smart Specialisation Strategy**, in line with European and national frameworks. The Lombardy Regional Administration has been working for a good few years on **developing a competitive and locally integrated research and innovation policy**. The process to identify aggregations of research bodies and businesses developed from the promotion, creation and improvement of technology clusters to building **regional technology clusters** that match up with national ones. Furthermore, joint initiatives will be promoted with our partners **in order to encourage cooperation between different research bodies, especially to boost researcher mobility and support the implementation of innovative research projects**.

The Lombard Presidency of the Four Motors will focus on the following priorities:

- **Organising a workshop entitled "Cluster Dialogue 4 Motors"** on 24 and 25 October 2013 in Milan, during the 2013 edition of SMAU. In order to bring continuity to the exchange commenced during the joint mission of the Four Motors in the Danube Region (30 June - 3 July 2013), the workshop will focus on Regional

Innovation Strategies with the involvement of the clusters, which are seen as important tools/channels for the implementation of regional processes.

- **Organising Joint initiatives:** Each Region shall dedicate a portion of their European Regional Development Fund (ERDF) resources for the 2014/2020 budget period to implement one or more joint initiatives to be developed in 2014, such as:
 - a. a joint call for proposals on research & innovation,
 - b. a measure to encourage attractiveness, or
 - c. a joint Four Motors business mission.

- The Four Motors will be encouraged to exchange best practices to boost inter-sectorial spill over, with the creation of a common path to share policies that encourage the development of a design and innovation culture so as to increase business competitiveness and the potential for internationalisation. The Four Motors partner regions will be invited to the **Stati Generali del Design** (General States of Design), a meeting that will be held during the first semester of Lombardy's presidency. It will be dedicated to design as a strategic and across-the-board tool to boost economic growth, competitiveness and innovation.

- Further improving exchange between the Four Motors on issues like **retail clusters** and **business aggregation**, with some sessions focusing on: **multi-year retail planning** (including to operationally implement new guidelines for the development of retail business, which the Lombardy Regional Administration has committed to implementing during the presidency of the Four Motors); the **exchange of experiences among the Four Motors partner regions**, extending an invitation to Wales and Flanders as they have similar programmes in place. It

would also be possible to organise a study mission for managers. This would enable Retail Cluster managers to learn about some of the best Lombard cases. In addition, the **participation by partner regions in EU 2014-2020 programmes will be encouraged in** areas linked to the development of retail clusters (smart cities, logistics, tourism, culture, environment etc.),

CULTURE

Opportunities for cultural exchange and projects will be increased among the Four Motors, with the focus placed on the meaning for and the cross-cutting impact on multiple sectors for which subnational authorities have governance responsibilities. The general aim is to improve and promote the territory, and to re-launch the social and economic fabric. This will involve increased integration with innovation policies, industrial development, tourist promotion, social integration, training and job creation. As dynamic and innovative regions, the Four Motors are committed to diversifying the availability of cultural products with a view to attracting, in the partner regions, a wider audience and encouraging the organisation of exhibitions, events, networks of operators and creative and cultural industries. This will also encompass promotion and support for talented young people, potentially through international exchanges.

A key priority will be further dialogue. This has already begun, with the Culture group of the Four Motors, on the topic of **the mobility of creative young people and artists, especially street artists**. This is partly with a view to the 2015 Milan Expo.

The following initiatives will be proposed and organised:

- A **seminar on cross-fertilisation between art and science on 27 November**, with cultural experts from the Four Motors regions and art and science professionals, once again from the respective regions. The focus of the seminar will be in-depth exchange between the various regions in order to explore new forms of cooperation between artists and scientists, identify complementarity and common perspectives, and find sources of financing for R&D.

- More in-depth exploration of the theme of **cultural and creative businesses (CCB)**, as a specific goal of the EU's future Creative Europe 2014-2020 programme. This will involve the Four Motors partner regions in events held in Lombardy during the second half of 2014, with partners from the transnational network of hubs supporting creative and cultural businesses. This will include cooperation with the Alpine area.

- Increasing the exchange of experiences among the Four Motors with a view to:
 - a) Optimising **cultural and tourist routes**, with special emphasis on those involving more than one of the Four Motors.

 - b) making the most of the cultural heritage of **Unesco sites** and **the intangible assets, focusing particularly on European oral traditions** (with new methods for adding value, potentially integrated with the more traditional management of initiatives).

 - c) promoting the **digital library**, as part of the implementation of Europe's Digital Agenda.

 - d) **promoting reading**, with special emphasis on early childhood and encouraging reading Italian contemporary literature.

 - e) increasing the consumption of cultural products.

 - f) agreements between museums, exhibitions...

- Awareness-raising initiatives aimed at the Four Motors partner regions for the performing arts, cinema and contemporary art, supported and organised by the Lombardy Regional Administration. Such events will become opportunities for exchanging good entertainment and cinema practices. One of the first events will be **Next: a showcase of theatre and dance by Lombard theatre companies (Milan 18, 19 and 20 November 2013)**. Specific events to promote cinema and cinematographic culture could be organised involving the Italian Film Collection Foundation, the Lombard Film Commission Foundation and the Experimental Cinematography Centre Foundation. Finally, there is room for cooperation on the topic of contemporary art as part of the Global Art Programme - Waiting for Expo 2015, a cultural exchange programme between Italy and other countries that will take part in Expo Milano 2015.
- As concerns European financial planning for 2014-2020, the **implementation of a common project focusing on the mobility of creative young people and artists**, the development of networks of residences for artists and support for the creation of networks of partnerships to submit joint European projects.

ICT AND THE DIGITAL AGENDA

The Four Motors are deeply committed to the priority cases in the EU 2014-2020 budget and to developing a dialogue on the question of clusters. Given this, an in-depth study of the experiences of the Four Motors partners in implementing the **European Digital Agenda** will be put forward. The Digital Agenda gives ICT a strategic role in achieving the goals Europe has set for 2020. In this area, the driving regions of Europe make an active contribution to re-launching local competitiveness by promoting technological innovation and the use of ICT, including to attract investment and bring down infrastructural and socio-cultural barriers that hamper the development of the knowledge and information society (for instance, the best practices defined as part of the Malpensa smart city of goods project).

The Lombardy Regional Administration, with the adoption of 2012-2015 **Lombard Digital Agenda**, acquired a policy tool to support the growth of technological innovation in Lombardy, by overcoming the digital divide, providing enabling infrastructures and digital services, making the most of the public information heritage and supporting research and innovation in ICT.

During its presidency of the Four Motors, Lombardy intends to:

- Increase the exchange of knowledge on planning, initiatives and results achieved by each region by providing **digital solutions** (e.g. smart city, smart community) to support territorial promotion and big events (e.g. Olympic games, Expo).

- Increase cooperation between regions to **take part in 2014-2020 European ICT programmes**, to bridge the infrastructure digital divide (broad and ultra-broadband) as well as the cultural divide (digital literacy and dissemination of knowledge among people, public administration employees and small and medium enterprises - following the model of the European e-Competence Framework 2.0 e-CF 2.0), to improve the uptake of digital services (mobility, health, school, administration, paperless) and to increase open data.
- Organise **cross-regional meetings** focusing on the presentation of e-Procurement platforms used by the four regions and the relevant e-Procurement strategies and projects (e-Tendering regional platforms, Vendor Management, e-invoicing). All this aims, inclusively, to facilitate access for businesses and professionals from the Four Motors.
- Involve the Four Motors in **seminars targeting procurement and public tender professionals** (CPOs, practitioners, policy makers) to share knowledge and local best practices for public procurement and e-procurement.

EDUCATION AND EMPLOYMENT

There is a plan to give more impetus to cooperation that promotes the **mobility** of **young people, apprentices** and **entrepreneurs**. The goal is to facilitate the creation of a **platform** that makes available a common pool of knowledge, relationships and organisational models for transnational work and study mobility. In this sense, the opportunities offered by European programmes for on-going training and worker mobility will be promoted. Special emphasis will be placed on the opportunities provided by the 2014-2020 EU planning and the EURES (European Employment Services) network, with a view to jointly defining initiatives and actions.

- For the 1st half of 2014 (for instance for Europe Day), a **meeting could be organised to take an in-depth look at the work opportunities offered by the EU's 2014-2020 multiannual financial framework** and gather together the key people from **EURES**(Line Managers and/or EURES consultants) with a view to promoting better coordination between them.

FARMING

Lombardy, as part of Measure 111 of the Rural Development Plan, intends to organise in Milan on 28 and 29 November 2013 a **conference entitled "Teaching farms: school in the fields, comparing experiences"**. The target audience will be rural entrepreneurs as well as teachers. The event offers the opportunity to highlight good practices for children and young people from various age groups that, coming into contact with the rural world, can grow, learn, experience new things and socialise.

- The Four Motors partner regions are invited **to the conference entitled "Teaching farms: school in the fields, comparing experiences"** on 28 November to share ideas, projects and experiences as well as to highlight potential cooperation between teaching farms and schools at national and European level.

The Four Motors for Europe



Baden-Württemberg (Germany)

President: WINFRIED KRETSCHMANN

Elected president of the Land in May 2011, Green party candidate

Capital: Stuttgart

Surface area: 35,741 km² (about 10% of the surface area of Germany)

Population: 10.754 million (ca. 13% of Germany's population)

Working population: 4.5 million

Unemployment rate: 4% (2011 data - lowest in Germany)

GDP (2011): €378 billion (15% of national GDP)

Spending on R&D (% of 2011 GDP): 5.3%

R&D: 89,000 people work in this sector

Generalitat de Catalunya (Spain)

President: ARTUR MAS

Elected president in 2010, head of the centre-right CIU (Convergència i Unió) coalition

Capital: Barcelona

Surface area: 32,107 km² (6% of the surface area of Spain)

Population (2013): 7.5 million

Unemployment rate: ca. 22% (Eurostat 2012 data)

GDP (2012): €207,762 million (19% of national GDP)

Spending on R&D (% of 2011 GDP): 1.8%

Regione Lombardia (Italy)

President: ROBERTO MARONI

Capital: Milan

Surface area: 24,000 km²

Population: 9.9 million

Working population: over 4 million

Unemployment rate: 7.5% (2012 Eurostat data)

GDP (2010): €326 billion (about 20.6% of national GDP)

Spending on R&D (% of 2011 GDP): 1.3%

Regione Rhône-Alpes (France)

President: JEAN-JACK QUEYRANNE

Elected in 2004 and re-elected in 2010 with the socialist-ecologist coalition

Capital: Lyon

Surface area: 45,000 km²

Population: 6.2 million

Working population: 2.6 million

Unemployment rate: 9.2%

GDP (2012): €187 billion (second French region for GDP)

Spending on R&D (% of 2011 GDP): 3.0%