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**NORDREGIO**  
Nordic Centre for Spatial Development

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## **Training evaluation and recommendations**

### **Report**

## **Retrospective evaluation of Nordregio's activities within the BSR INTERREG project COMMIN**

Work package 2 included a set of four seminars conducted by Nordregio. The goal of these was to provide a training situation in which professionals from the Nordic countries, the new member countries and their immediate neighbours could learn together and establish a common set of references for the future.

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## 1. Content of the series of seminars

We chose topics for these seminars that were deemed relevant and of interest to all of the target groups. It was necessary to adapt some of the issues to the particular needs of the target group. Venues were chosen in each of the Nordic countries to make the seminars more accessible and to provide variety.

### **Development Dynamics: 13 – 15 April 2005, Stockholm, Sweden**

Topics treated in lectures and in workshops included:

- Challenges in spatial development: the changing situation with regard to globalisation, internationalisation and differential territorial development
- What is a region?? Models of territorial division: a comparative look at styles, concepts and solutions
- Policy developments for territorial cohesion and polycentricity
- Branding as a technique to promote a region
- High tech, low tech, medium tech: A mapping of innovativeness and competitiveness as development dynamics
- Regional enlargement: a strategy for increased competitiveness for functional regions.
- Strategies for regional development: in a region under pressure, in a region that is lagging.
- The future of spatial planning for development: balancing between regulation and the market.
- The participants' regions: how can they be characterised and what types of strategies are realistic and effective?

There was time in the programme for the presentation of some of the participants' own projects or situations in their regions.

In addition there were four workshops which involved studying one's own region in comparison with others, presenting and comparing regional development strategies currently in use in the regions represented, creating innovative strategies and examining future challenges.

Topics that emerged as important in discussions and that seemed to engender the most interest were:

- Polycentricity is valuable as a normative concept in regional development over larger, composite regions
- Comparisons create interest in finding anomalies.
- Regions must find their own "branding" or strategy for development: "be original, or die"
- Regions must communicate their stories: but telling a story is not the same as storytelling, or fabrication.

### **Innovative Indicators: 19 – 25 October 2005, Roskilde, Denmark**

Topics treated in the lectures included:

- Understanding indicators - Direct measures and "information by proxy", qualitative and quantitative indicators, attributes of indicators and sources for indicators
- A critical look at indicators in use - strengths and weaknesses of common indicators, "unavoidable" indicators, voluntary indicators, alternatives or supplements
- Comparisons and the use of indicators - the advantages and the pitfalls in combining indicators, issues of compatibility, comparability, harmonisation
- Examples of indicators in use: accessibility/transport, sustainability, social welfare and gender equality.
- Choosing indicators to monitor and evaluate one's projects
- Communicating indicators.

Prior to the course, the participants all submitted indicators that they were using, as well as questions for which they wanted to develop indicators. These were used by the lecturers and were used in workshops as examples.

There were 6 workshops treating categorisation of indicators, evaluation of indicators, creative and innovative use of combinations, generation of innovative indicators for one's own questions, indicators in evaluation and communicating the indicators generated in the seminar.

Topics that emerged as important in discussions and that seemed to engender the most interest were:

- One needs to develop a critical approach to use (and misuse) of indicators
- Combinations of indicators can give valuable new information, but they can also be misleading and of no value: one needs critical thought here as well.
- There are many interesting and innovative ways of communicating ideas and facts with indicators: we are not innovative enough in getting our messages across

### **Policy Development and Good Governance, 10 – 12 May, Hanaholmen, Helsinki, Finland**

Topics treated in the lectures included:

- The search for "good governance" and effective policy, with material from the ESPON study on governance
- Structural reform processes: an analysis of governance
- Evolution of policy and regional governance in Finland
- Examples: Policy in the Helsinki region, Policy for regional sustainable development in Västra Götaland
- Sustainability management: from government to governance
- Governance, partnership and democracy
- Reform trends and new directions in governance

In addition to small group and plenary discussions there were 3 workshops treating underlying concepts and ideas, relating the concepts to the governance and policy situations in one's own region, and balancing the conflicting goals in development and governance: generation of ideas for new policies.

Topics that emerged as important in discussions and that seemed to engender the most interest were:

- There are many ways to govern a region, and we tend to believe that the way it is done in our country is the only way: there are many models for inspiration.
- Policy evolves, and we need to explore and develop new policy regimes for new tasks and challenges
- Democracy and partnership are important to work with, and can be conflicting, if one is not careful. "In" and "out" groups are created, not universal participation.

### **Successful cities: Strategies for management. 8 – 10 November 2006, Oslo, Norway**

Topics treated in the lectures included:

- An overview of ideas about what makes cities successful - creativity and inclusion, territorial capital, social capital and sustainability.
- The Lisbon and Gothenburg strategies.
- Sustainability and competitiveness: combining goals into coherent urban management
- Strategy: Hämeenlinna's multiple approach combining natural resources, integrated housing and transport, technology, education and culture.
- Strategy: Nydalen – urban transformation from steel mill to thriving and successful area with business, culture, university, housing and natural amenities.
- Multiple ways to assess the quality of an urban environment
- Cities, growth and culture

In addition, there was time allotted for the participants to present their own examples of strategies for urban development and management.

There was an on-site visit to Nydalen, and 3 workshops treating the concepts underlying the successful city, urban management and private-public initiatives, and assessment and management of urban quality.

Topics that emerged as important in discussions and that seemed to engender the most interest were:

- Creativity and attractiveness in cities needs to be balanced with security and good environment for families. It is possible to have it all, and not just follow Florida.
- Public – private partnerships are extremely interesting and important. We need more models for successful partnerships.
- Quality above all, in urban transformation.

## 2. General aspects for all the seminars

### Facilitation

All seminars took place in one large room, with all participants seated at small (3 – 5 person) tables. In this way, we could shift quickly from lecture, to small group discussion, to plenary discussion. Most often, plenary discussions were preceded by a short “buzz-session” where the participants spoke with their neighbour(s) before the general discussion was opened. We have found that this technique supports more participation by a wider variety of people, rather than allowing a few to dominate. At times, the facilitator would ask for a comment from a table or a buzz-group in order to include those who were less active.

The workshops were also conducted in a single, large room, allowing the facilitator to mix with all groups, to answer questions, to give additional instruction etc during the workshops. Through the extensive use of flipover pages, we also encouraged structured reporting from the workshops.

The participants were **never** allowed to choose their own seating. From the start, their name-signs were placed at a particular place. This placement was changed continually - once or twice a day - but with the composition of groups for particular workshops in mind. At times homogenous groups were preferable, at times homogenous groups were better. In this way, all participants were in a small-group discussion with all the other participants at least once during the seminar.

### Language

The plenary language was English. Small group discussions varied, depending on composition. We have a very pragmatic approach, and we support whatever works. Many small group discussions were conducted in Russian, when all the members of that group found it easier than English.

Reports from the workshops were in English. Here, we noted that those who were more comfortable in English could take on a role as speaker for the group.

### E-learning

Information was circulated before the seminars by e-mail only. An ftp-site was created for each group, where all materials used in the seminar were collected, where additional information can be posted by the participants, and where follow-up can occur. All have access to the materials for all the other seminars, as well as their own.

We envision using this forum to maintain and further develop the nascent networks created by the seminars. There is, however, no substitute for face to face contact: especially when the goal is to create common mindsets. The networks we now have begun to explore could be the seeds for further work in this area.

### **3. Evaluation of the seminars**

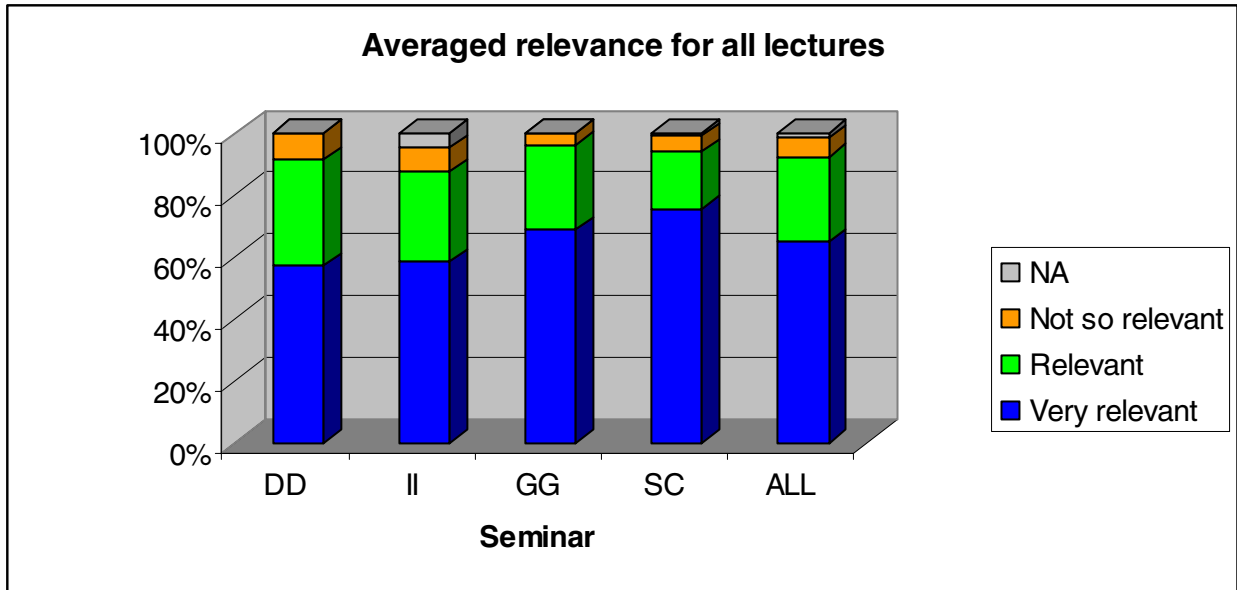
Each seminar included a final assessment session as well as an evaluation form to be filled out by the participants. The items assessed were:

1. The relevance of each of the lectures
2. The quality of each of the lecturers
3. The balance between lecture and discussion
4. The quality of the workshops
  - a The quality of the site visit (only Successful cities)
5. The quality of the plenary discussions
6. The adequacy of information
  - a before the seminar
  - b during the seminar
7. Course management
8. Overall assessment

We had very few respondents in the first course (only 7) and that made us emphasise filling out the form as the seminar progressed and making certain that all were handed in. In the last course, Successful Cities, two of the respondents did not notice that the evaluation sheet had two sides, so that the later questions were not answered. Some participants chose not to participate in some of the sessions. A sample questionnaire is to be found in annex 1.

The results were as follows: (The first two questions are broken down into individual lectures and lecturers in annex 2)

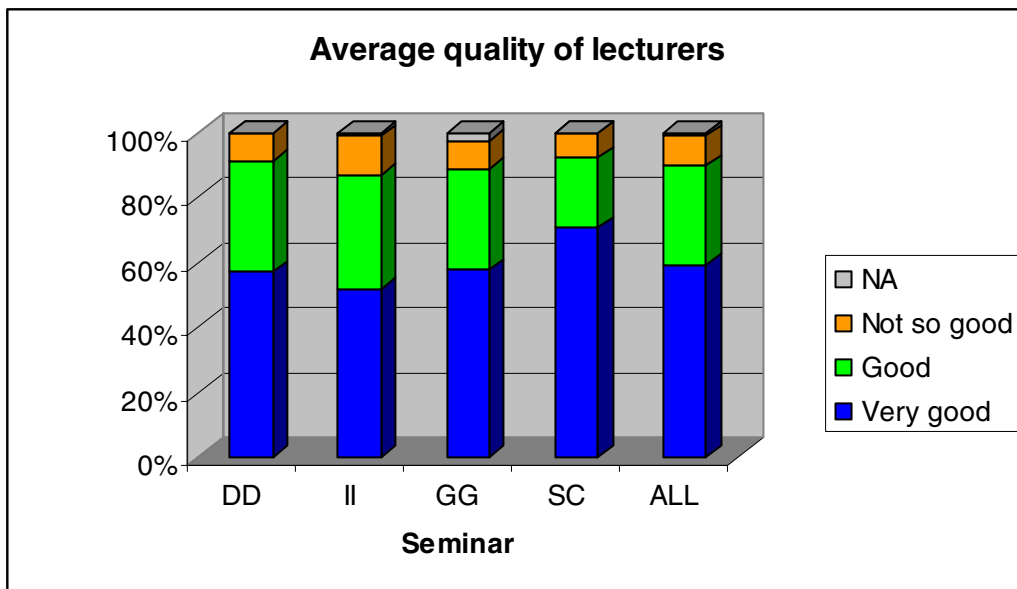
**Question one:**  
**What did you think about the relevance of the topics for lectures? Was the content relevant or not?**



On the whole, the chosen topics were deemed relevant or very relevant in all courses. The exceptions, where a significant percent (over 20%) deemed the lecture not so relevant were:

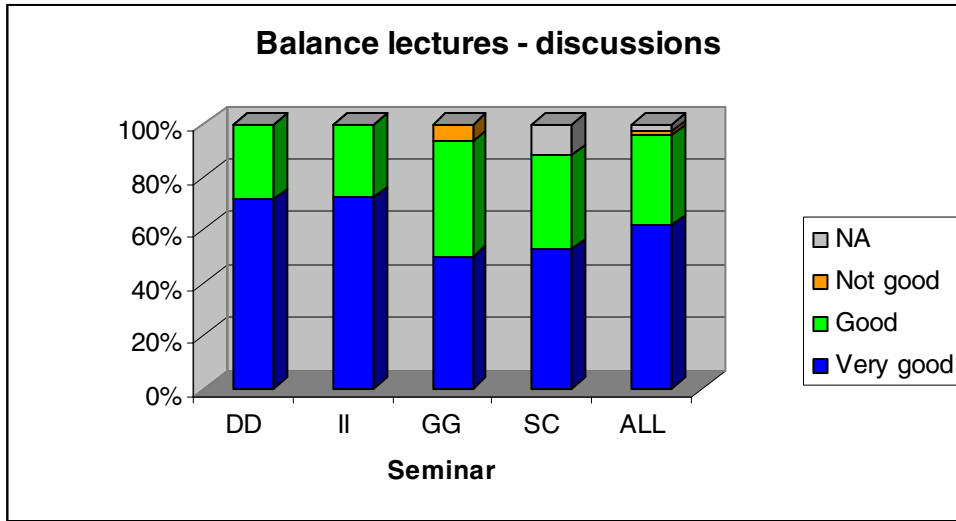
- Lecture on Sustainability indicators in Innovative Indicators
- Lecture on Government to Governance in Sustainability in Good Governance

**Question two:**  
**What did you think about the lecturers? Was the quality of the presentation good or not?**



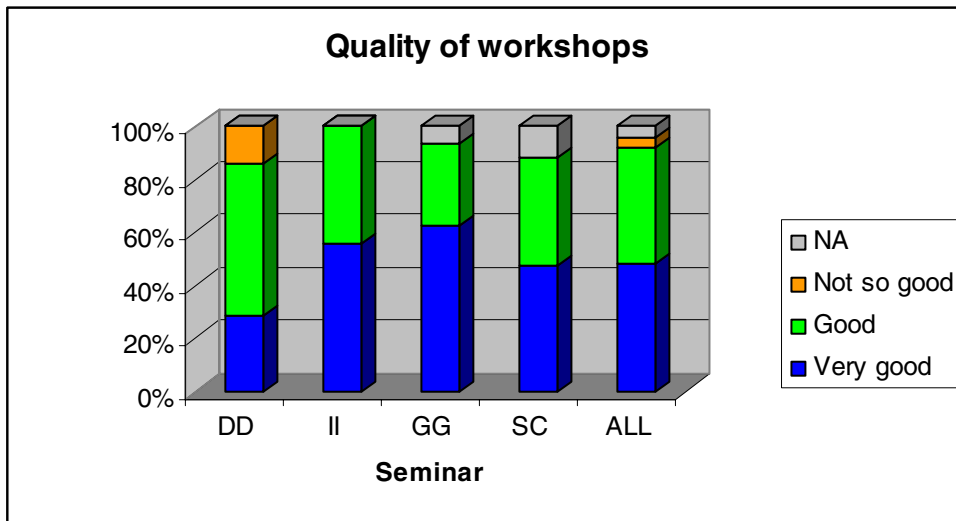
There were 5 lecturers (out of 30 total) whose score on quality gave more than 20% "not so good". However, there were two instances of perfect scores: 100% judged the lecturer as "very good". We add that, in fact, both instances are the same lecturer, whom we used again in another seminar where his competency was relevant.

**Question three:  
What do you think about the balance between presentations and discussions?**



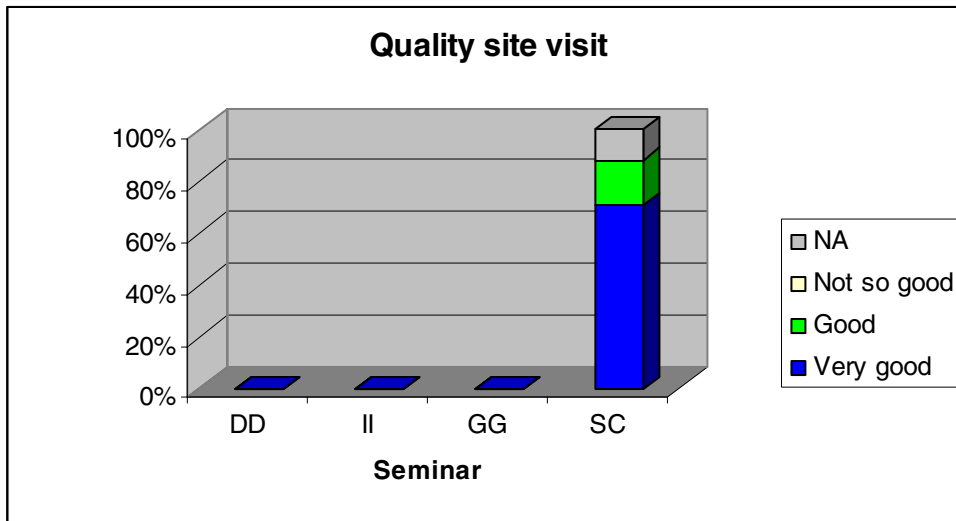
We achieved a good balance between lectures and discussions. The only course where there was some dissatisfaction was the Good Governance course. In the accompanying comments, more time for discussion was requested.

**Question four:  
What do you think about the group workshops?**



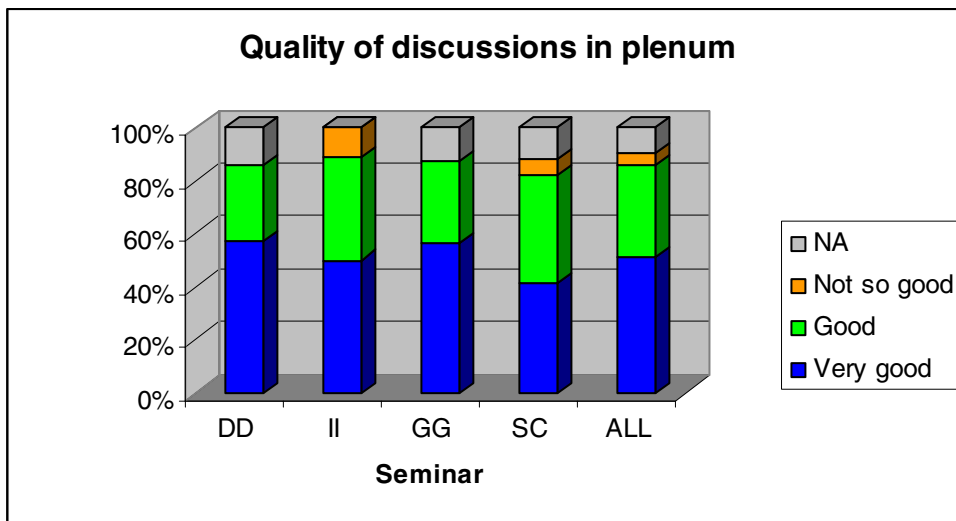
There was one participant who scored the workshops "not so good" in Development dynamics, and cited as the reason that there was no skills development. Otherwise all participants judged the workshops as good or very good.

**Question 4a:  
What is your opinion about the visit to Nydalen?**



The site visit was definitely a success. The topics of the other seminars were not suited to site visits, unfortunately, although there were informal excursions included in the suggestions to the participants, and meals were arranged in other places to make sure that all had a chance to see different parts of the city in question.

**Question five:  
What do you think about the discussions in plenum?**

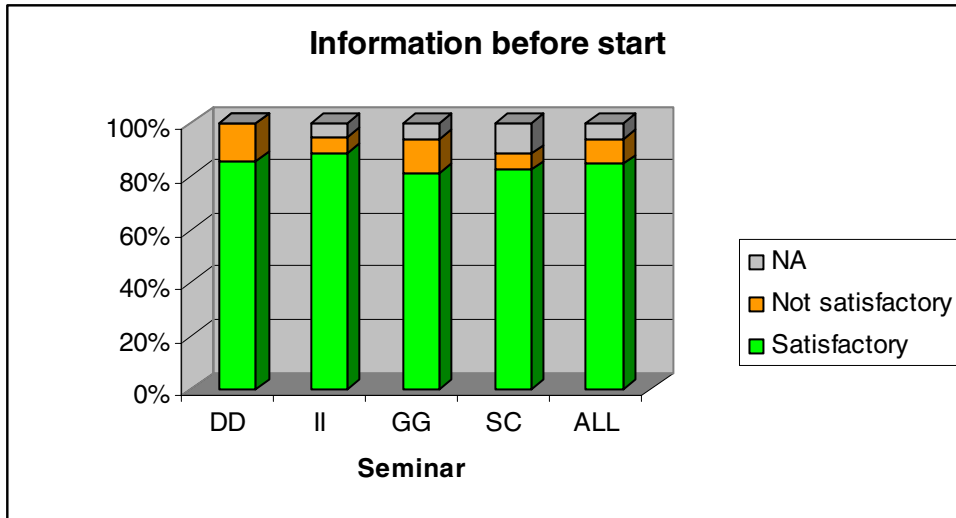


The comments to the "not so good" evaluations include: "not all participated", "we needed more time", "we needed more elaboration to be sure we were on the right track", "the program was concentrated and we were still thinking about what we heard when it was time to discuss"

Positive comments included: "it was good that we moved around and got to speak with many different countries".

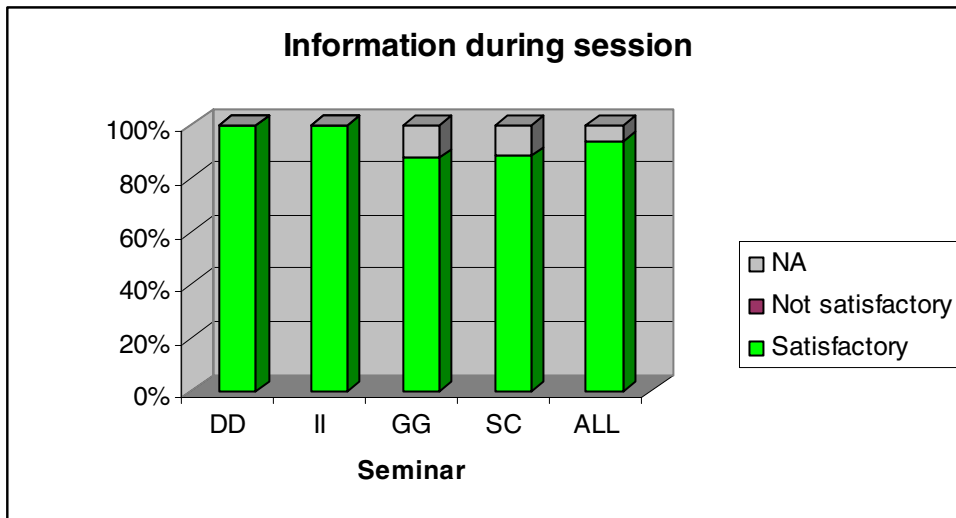
**Question six was in two parts:**

**A What do you think about the information service before the course start?**



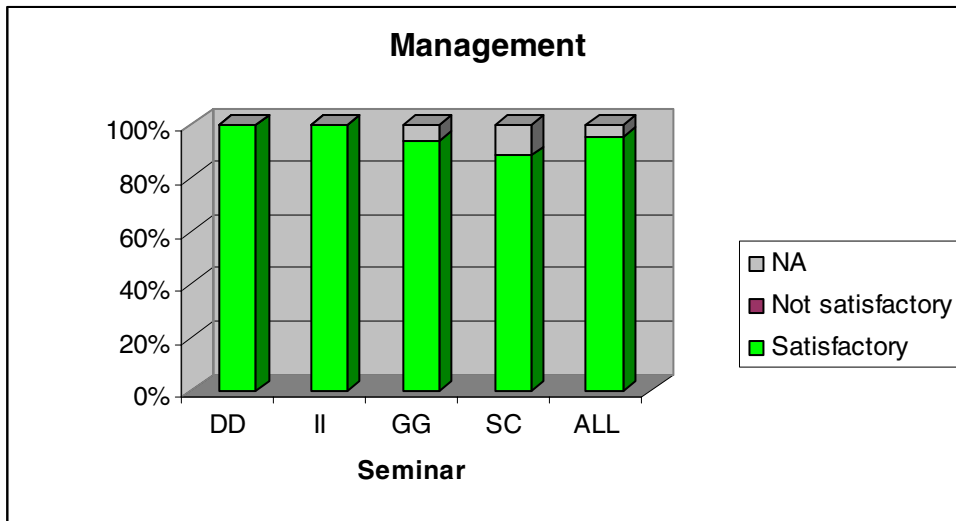
In each seminar there were one or two people who felt that the information before start was not satisfactory. Unfortunately, none of them informed us of the reason. We do know, however, that there was a change of person responsible for information at Nordregio, due to parental leave. This may mean that at times the information was coming from varying sources.

**B What do you think about the information service during this session?**



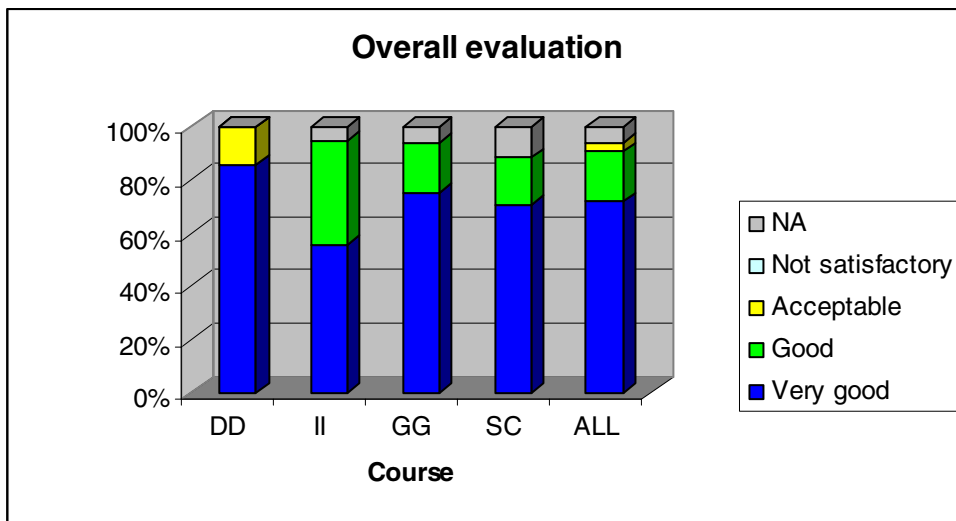
There were no participants who felt that the information during the session was unsatisfactory.

**Question seven:  
What do you think about the course management?**



All who answered at all considered the course management to be satisfactory. With the exception of the seminar held at Nordregio, we conducted all courses with only one person, the course leader Susan Brockett, on site. The small numbers of participants did not warrant the expense of two staff persons. Therefore, we are pleased that this was not a problem.

**Question eight:  
On the whole, how would you evaluate the course?**



There were none who evaluated the seminars as unsatisfactory, and only one who gave the course he attended, Development dynamics, merely "acceptable". However, all the others who attended that seminar gave it "very good". This highlights our problem with few respondents (which we remedied in the later seminars).

On the whole, the seminars were judged to be good or very good.

## 4. Participation

The goal was to combine participants from the new member nations and their neighbours with participants from the Nordic countries. The stipends that we could provide for the non-Nordic participants insured that we, in fact, had good participation from these countries. However, the Nordic participants had to be recruited through our usual channels, and these participants had to pay the seminar fee as well as their travel, hotel and food. We had hoped for more participation by Nordic members, and those who did participate voiced unanimously that the experience was positive, and that they valued very much the international and trans-Baltic nature of the group.

There were few who registered from the Nordic countries, and we were distressed by the fact that there were cancellations by Nordic participants at the last minute in all cases. It is not unusual for us to have some cancellations, but this was remarkably many. In all cases, the cancellations occurred shortly after the final list of participants was distributed and it became clear that Nordic participants were in a minority. We cannot know for certain that this is due to some unwillingness to interact in a seminar with others, but we are afraid that this is, in fact, the case.

The distribution of participants was as follows:

	Development Dynamics	Innovative Indicators	Policy for Good Governance	Successful Cities	Total
Austria	1				1
Belarus	1	1	1	1	4
Denmark	1				1
Estonia	2	4	1	4	11
Iceland				1	1
Latvia	2	3	3	3	11
Lithuania	4	4	3	4	15
Norway			2	1	3
Poland	1	1	1	2	5
Russia	2	2	4	1	9
Sweden		3	1		4
United Kingdom	1				1
<b>Total</b>	<b>15</b>	<b>18</b>	<b>16</b>	<b>17</b>	<b>66</b>
Number of stipend applications	58	52	33	116	259
Stipends given	12	13	12	13	50

We had hoped to have about 25 participants for each seminar, and the quality of exchange would have been at least as good. In general, we had about one half the number desired, and it was due completely to the lack of response from the Nordic countries.

Our own marketing approaches are now being reviewed with regard to creating better participation.

## **5. Comments as to future possibilities for seminars, training and other activities**

As a part of the evaluations, and in the closing discussion of each seminar, we asked what other topics or types of activities the participants thought were of interest. It is notable that some of the topics suggested in one seminar were, in fact, treated in another.

The following is a précis of the responses.

### **Topics related to EU, EU policy areas and international issues**

- The issue of political, cultural and other differences across EU member states
- How to assess the effectiveness of implementing EU horizontal policies (i.e. gender equality, information society, environmental policies etc.)
- Polycentric development for a growing EU space.
- Methodology of trans-border concept (spatial!) development taking into account the legal/system differences and planning traditions as well as tools used.
- Development of international regions
- Interreg organisation in Europe

### **Regional development and related topics**

- Regional development (all aspects)
- Suggestion how to prepare Regional Development plan.
- Regional Energy development policy
- Measures for different regional policies (tourism development, energy efficiency)
- Marketing of the region
- Urban, rural planning and development
- Regional strategies in Nordic and Baltic Sea countries.
- Evaluation of projects as well as policies and the role of policies in the development of regions.

### **Urban development and related topics**

- City development (strategic planning)
- Sustainable urban development
- Effective strategy-oriented organisation/performance
- Remaking city strategy (experience of best run city in region) "Lessons learned" in city development strategies
- Innovation in public development (new trends in the development of local municipalities or more precisely in some sectors (general planning services etc)
- Financial planning and city development
- "Urban planning" in small and medium size towns.
- The concept of "liveability" as a basis for policy-making
- City and culture
- How to avoid conflicts between development of cities, protection of historical heritage and protection of natural environment.
- Urban sprawl - is it good or bad for city development?
- City marketing/City image

### **Management**

- Quality management (study tours and practical show cases)
- Environmental management
- Urban management, management in metropolitan area
- Urban Finance

### **Tools and techniques**

- Planning methods and tools
- Strategic planning and choosing the right strategies.
- Workshop & discussions of trends of planning approaches.
- Project management, models of project development
- Research principles, methods for analysis, prognosis methods
- Research methods for analysis of the state of development trends
- One-day courses on indicators for policy-makers in ministries etc. with emphasis on a critical approach
- Mixture of macro-indicators with thematic indicators.
- Indicators systems

### **Governance, participation, partnerships and democracy**

- Political aspects of governance in Northern countries.
- Administrative reform
- Democracy, many forms of democracy, item and processes to make good governance.
- Social participation in planning - how to discuss with and inform citizens?
- How to attract the people to participate in public hearings. How to increase the public awareness.
- Participation in public sector management/development
- "Business-Authorities-Education" cooperation (Triple helix)
- Social partnership between public & business
- Stimulation of partnership between public and private sectors in the sustainable development process, partnership development
- Social project management; access to public services, estimations and prospects of development; social entrepreneurship

### **Exchange**

- Case studies, good examples of combination of spatial aspects and development aspects
- Quality examples/Bad examples
- Real experience and models to examine.
- Twinning (exchange)

## **6. Conclusions**

We feel that the seminars were very successful with regard to content, addressing the needs of the participants and overall quality.

The objective of creating networks between the Nordic countries and the new member states was not achieved, but networks among the Baltic countries and their neighbours were established.

We now have a set of very interesting possible new seminars and workshops, as well as good contacts and ambassadors in many countries, giving real possibilities for future cooperation.

## ANNEXES

### 7. ANNEX 1: Sample Questionnaire.

1. How did you get to know about the course?

- Nordregio's website
- Email from Nordregio
- Other (what? \_\_\_\_\_)

2. What did you think about the relevance of the topics for lectures? Was the content relevant or not?

Theme	Not so relevant	Relevant	Very relevant	I didn't participate
What is a region...				
Regional development trends in Europe...				
Polycentrism in practice...				
Branding Valdres				
High tech, low tech...				
Regional enlargement...				
What do we mean...				
Development strategies... under pressure				
Development strategies... lagging				
The future of spatial planning...				

3. What did you think about the lecturers? Was the quality of the presentation good or not?

Lecturer	Not so good	Good	Very good	I didn't participate
Name				
Name				
Name				
Name				
Name				
Name				
Name				
Name				
Name				
Name				

4. What do you think about the balance between presentations and discussions?

- Not so good (in what way? \_\_\_\_\_)
- Good
- Very good

5. What do you think about the group workshops?

- Not so good (in what way? \_\_\_\_\_)
- Good
- Very good

6. What do you think about the discussions in plenum?

- Not so good (in what way? \_\_\_\_\_)
- Good
- Very good

7. What do you think about the information service?

a) ...before the course start?

- Not satisfactory
- Satisfactory

b) ...during this session?

- Not satisfactory
- Satisfactory

8. What do you think about the course management?

- Not satisfactory
- Satisfactory

9. On the whole, how would you evaluate the course?

- Not satisfactory
- Acceptable
- Good
- Very good

10. We are interested in offering courses that are relevant for our target groups. Do you have any ideas for themes/topics that might be of interest to you and others like you?

Any other comments?

### 8. ANNEX 2: Evaluations by lecture, not averaged for seminar.

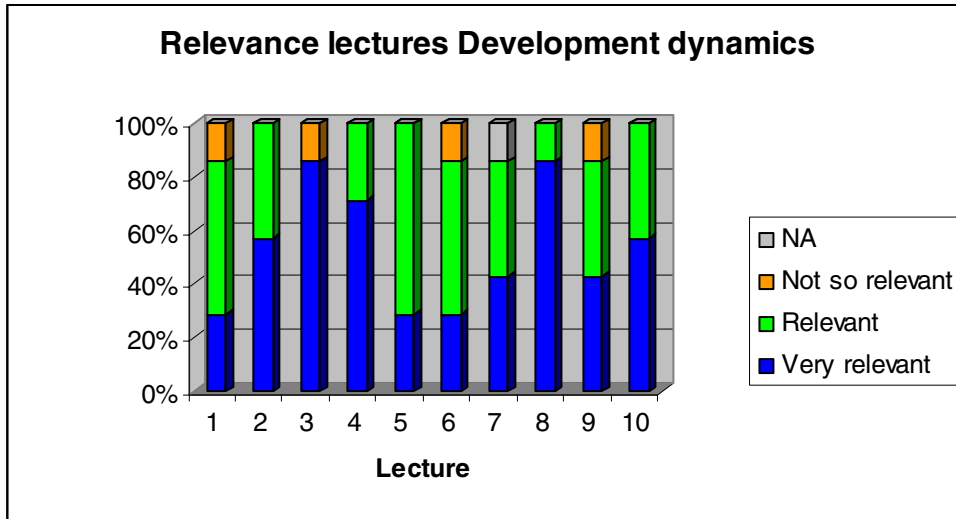


Figure 1 DEVELOPMENT DYNAMICS

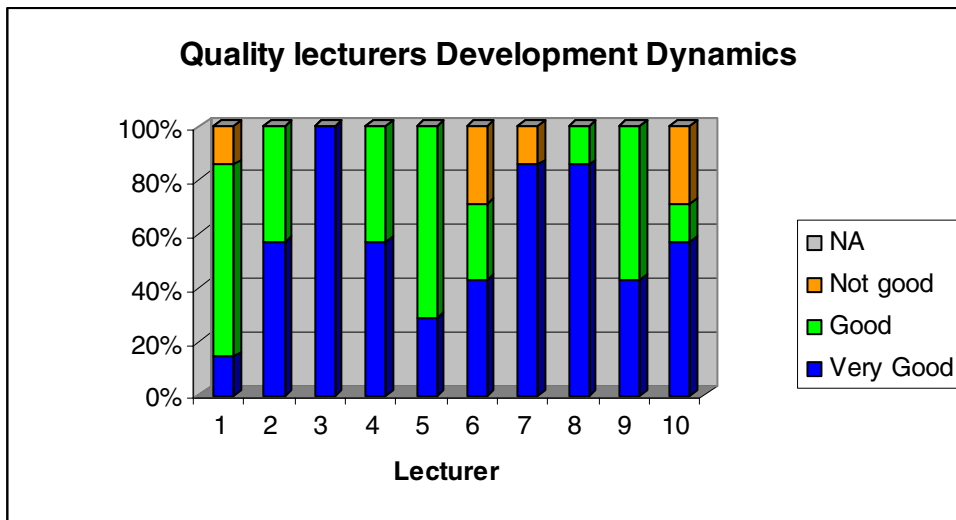
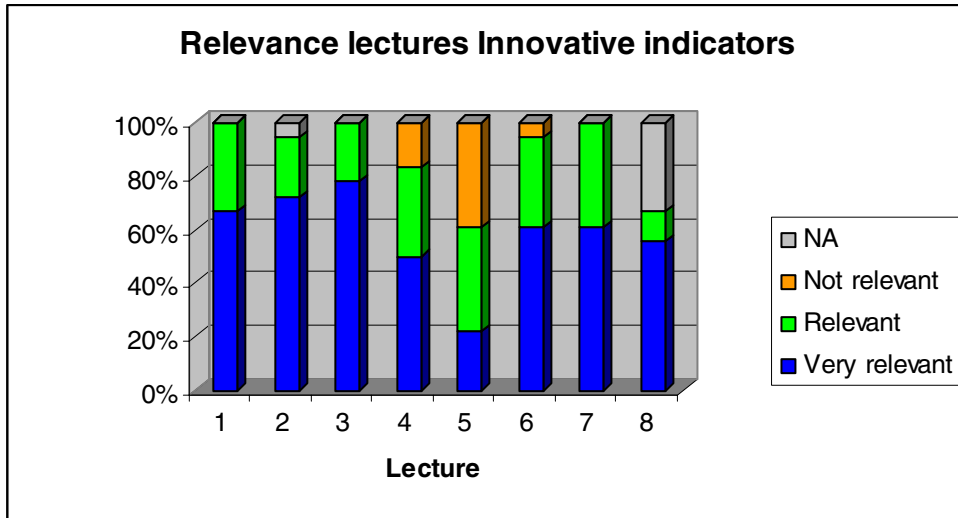
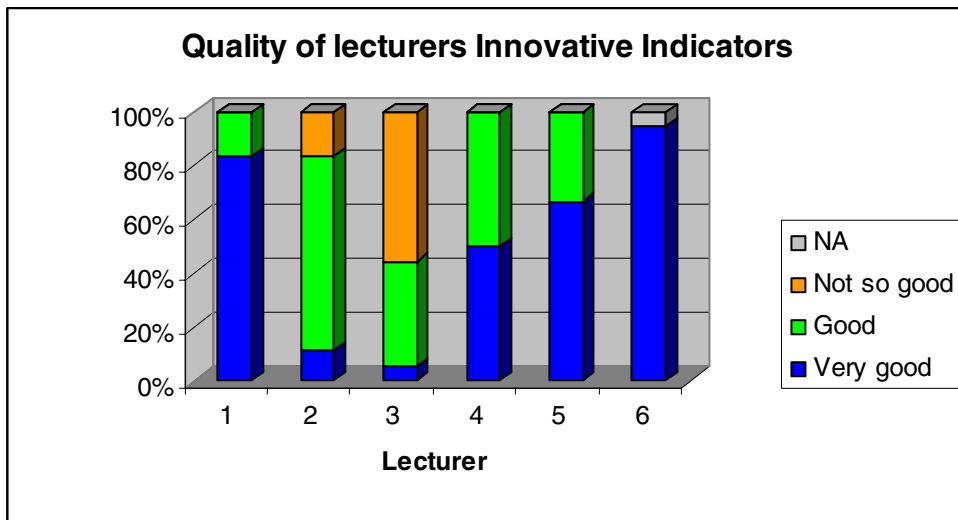


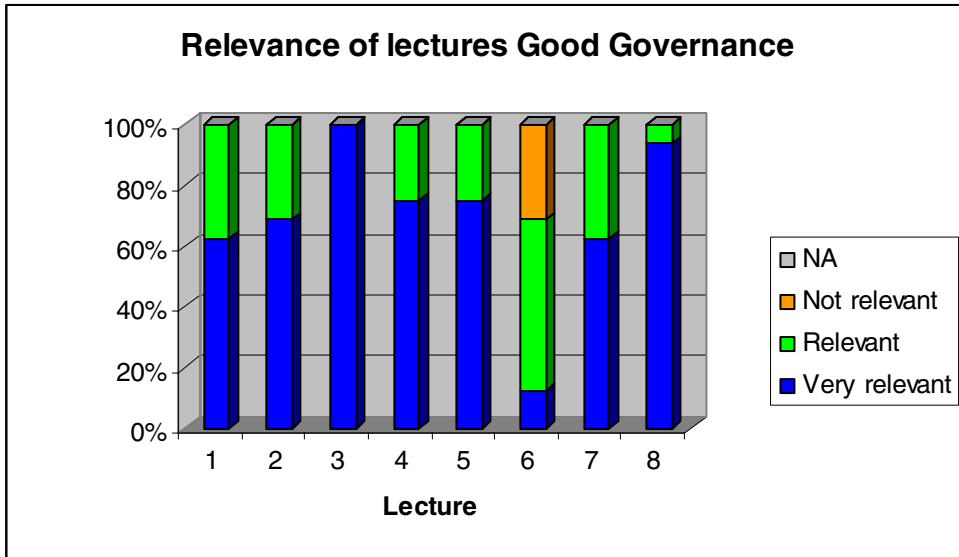
Figure 2: DEVELOPMENT DYNAMICS



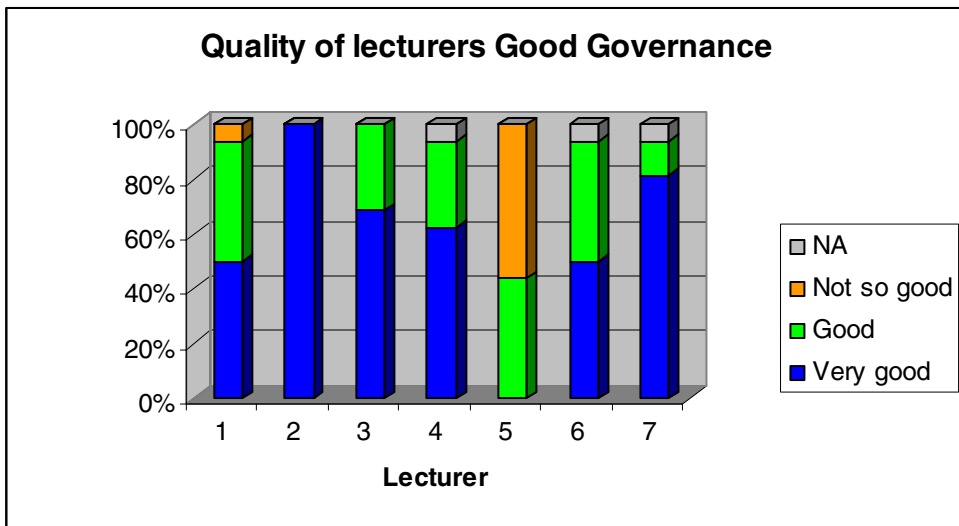
**Figure 3: INNOVATIVE INDICATORS**



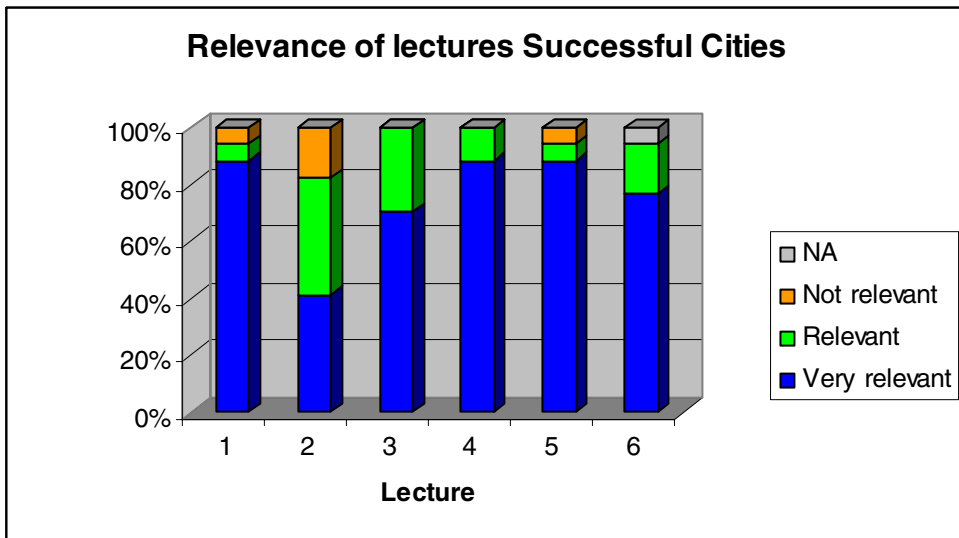
**Figure 4: INNOVATIVE INDICATORS**



**Figure 5: GOOD GOVERNANCE**



**Figure 6: GOOD GOVERNANCE**



**Figure 7: SUCCESSFUL CITIES**

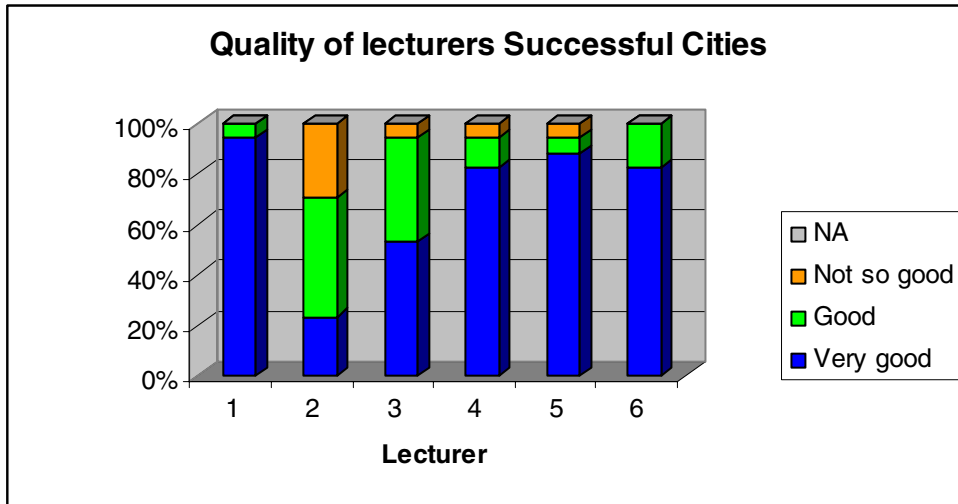


Figure 8: SUCCESSFUL CITIES

## 9. ANNEX 3: Assessment of the demand and needs for trainings

In order to assess the demand and needs for training in the Baltic Sea Region we have briefly assessed the content in the "Letter of motivation" in the applications that have been submitted to the four training sessions. We have sorted the text under the following headings.

- Working field
- Themes of interest
- Methods of interest
- Other comments

	<b>Development dynamics</b>	<b>Innovative indicators</b>	<b>Good Governance</b>	<b>Successful cities</b>
Number of applications	57	52	33	107
Belarus	2	1	1	2
Estonia	5	12	2	18
Latvia	14	4	9	33
Lithuania	21	26	8	29
Poland	2	3	2	11
Russia	13	6	11	14
Men	22	12		28
Women	35	36		79
National level	10	14		17
Regional level	15	14		12
Local level	10	7		42
University	8	6		7
Private		11		24
Other				5

Table 1. Application statistics

### Main findings

#### *Working field*

Most of the applicants work on the regional and national level. The exception is the last course, where the local level dominated. More women than men have applied for the stipends.

#### *Themes of interest*

In general the themes of interest are regional development and spatial planning in a broad sense. In the Innovative Indicators course the focus on methods was also strong concerning themes mentioned.

#### *Methods of interest*

In the applications it is evident that the applicants are interested in getting knowledge of good practice. There is also an interest in project management.

#### *Other comments*

It is evident that the applicants want to attend courses in order to receive an exchange of experience and making contacts. This is important to bear in mind in connection with e-learning. To what extent and through what means can this interactive aspect be included in an e-learning context?

## I Development dynamics

*Working field*

Planning	Culture	Environment	Urban	Rural	Regional development	Other
<ul style="list-style-type: none"> <li>• Spatial planning (8)</li> <li>• Matching planning documents</li> <li>• Optimization of land plots during Lithuanian land reform</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural project development (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Development and nature protection</li> <li>• Environmental problems and nature conservation</li> <li>• Management of human behaviour through Environment al Impact Assessment</li> <li>• Coastal zone management and development</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial and urban planning (5)</li> <li>• Strengthen the quality of urban government through professional management</li> <li>• Contemporary town planning problems</li> </ul>	<ul style="list-style-type: none"> <li>• Rural development (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Regional development (12)</li> <li>• Strategic planning (3)</li> <li>• Development programmes</li> <li>• Regional economics</li> <li>• Region spatial strategy, regional competitiveness</li> <li>• Regional project development, innovation and technical progress impact, industrial clusters and agglomeration</li> <li>• Investment raising, regional development</li> <li>• Economic development</li> <li>• Interregional development</li> <li>• Socio-economic development (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Centralisation effects</li> <li>• Cross-border cooperation (3)</li> <li>• Analysis of economic-social situation</li> <li>• Tourism</li> <li>• Team work, communication, leadership, effective working and planning</li> <li>• Energy research; Econometrical modelling of the energy sector</li> <li>• Influence of market reforms, social and economic development in Russia</li> <li>• Telecommunications, power engineering and production, building, analysing business processes</li> <li>• Monitoring of trade flows, transport infrastructure and logistics of two federal districts of Russia</li> <li>• Complex management consulting in the venture sphere</li> <li>• Via Hanseatica</li> <li>• Territorial cohesion (2)</li> <li>• Planning networks of educational institutions in local governments</li> <li>• Capacity building</li> </ul>

*Themes of interest*

<b>Polycentricity</b>	<b>Planning</b>	<b>Cooperation / Coordination</b>	<b>Sustainable development</b>	<b>Development</b>	<b>Urban-rural</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Polycentric strategies (3)</li> </ul>	<ul style="list-style-type: none"> <li>• New approaches to planning (2)</li> <li>• Social aspects of plans</li> <li>• Spatial planning in the context of globalisation, useful and practical knowledge of challenges and dynamics</li> <li>• Nordic techniques to improve the techniques of local strategic planning and implementation and to make strategic planning clear for cities (intrinsic forces, local businesses, local patriotism)</li> <li>• European experience of territorial planning (e.g. employment,</li> </ul>	<ul style="list-style-type: none"> <li>• How to motivate public authorities to cooperate</li> <li>• Regional integration</li> <li>• How regional policy and planning can be implemented at local level and how they correspond to national policies</li> <li>• How to apply a cross-sector approach to a destination development how research can enhance the development process</li> <li>• Social activities and sharing of cultural heritage promoted by interregional cooperation and international exchange</li> <li>• Building relationships with local businesses (for collaboration and job creation)</li> <li>• Promoting domestic and international trade</li> <li>• Understand the role of city leadership in economic development</li> <li>• Balance between</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable regional (3)</li> <li>• Balance between human, economic and natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Local development versus export-oriented development</li> <li>• New challenges in spatial development and policy (2)</li> <li>• Knowledge on processes to understand the forces behind spatial development</li> <li>• Understanding the broader picture and logic of development dynamics (4)</li> <li>• New comparison forms for different administrative territories; factors influencing various processes</li> <li>• Future trends and possible solutions within regional development (recommendations for structure and implementation), polycentric strategies</li> <li>• Regional development (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Urban-rural continuum</li> <li>• Forms of moving in large countries and in relation to large cities: examples from successful countries</li> </ul>	<ul style="list-style-type: none"> <li>• System analysis and system dynamics</li> <li>• Municipality planning of heat sector supply and development</li> <li>• Regional energy development</li> <li>• To find out reasons and direction of changing situations re. globalisation, internationalisation and differential territorial development</li> <li>• Factual context of development through recent case studies</li> <li>• Regional project planning, fund raising and implementation Destination planning and management</li> <li>• New EU members' achievements and problems concerned with spatial development</li> <li>• Political systems, economic activities, social development, tax systems, local communities</li> <li>• principles of government service in the Nordic countries</li> </ul>

	<p>revenues, quality of urban life, environmental issues, staff training, etc.) incl. theoretical background</p> <ul style="list-style-type: none"> <li>•Swedish and Finnish experience of spatial planning and regional development</li> <li>•Spatial planning; Comparisons between BSR and the Nordic countries</li> <li>•Territorial planning, power and business interaction to solve social problems</li> </ul>	<p>private and public sector, etc.</p> <ul style="list-style-type: none"> <li>•European experience in local development. Maintaining and developing economic environment mechanisms, removing barriers to economic activities, support to SMEs, etc.</li> <li>•Cooperation between the central government, municipalities, the private sector, NGOs, etc. in Sweden</li> <li>•Theories, policies, strategies and mechanisms of the development and bordering countries, and ways to incorporate the local situation</li> <li>•International collaboration</li> <li>•Learning about the North West market and processes</li> </ul>	<ul style="list-style-type: none"> <li>•Processes of spatial development (how to control): internationalisation and differential territorial development</li> <li>•Regional policy making</li> <li>•Globalisation impact on regional development</li> <li>•New aspects of regional processes (economic, social)</li> <li>•Aspects of territorial cohesion (2)</li> <li>•Inner territorial marginalisation, policies for weaknesses of regional gateways</li> <li>•Regional economic development in the Nordic countries</li> </ul>	
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*Methods of interest*

<b>Project management</b>	<b>Good practice</b>	<b>Funding</b>	<b>Public participation</b>	<b>Public-private partnership</b>	<b>Policy</b>	<b>Planning</b>	<b>Indicators</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Methodology and best know-how of regional project planning, fund raising and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Experiences (good and bad practise examples) of other countries (3)</li> <li>• Best practices of planning systems and policies in BSR</li> <li>• Best practice from Nordic countries</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative network-based approaches for developing income-generating opportunities for communities</li> <li>• Instruments of dynamic development of local economy</li> </ul>	<ul style="list-style-type: none"> <li>• How to influence citizen participation in local management decisions</li> <li>• Solving issues with various parts involved; possible strategies to avoid conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• How companies could help in regional development and territorial cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• How to develop policies and reactions that will help direct regional development in desired directions</li> <li>• How to promote socio-economic development in disadvantaged regions</li> <li>• How to develop policies, strategies and practical interventions in resolving conflicts between development of urban regions and decline of rural regions</li> </ul>	<ul style="list-style-type: none"> <li>• How to solve planning problems</li> <li>• Different approaches of planning (examples and literature)</li> <li>• New approaches to development dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• Methodology and indicators for regional and spatial development plans</li> <li>• State and regional indicator system</li> </ul>	<ul style="list-style-type: none"> <li>• How to use and develop spatial units in a sustainable way</li> <li>• Methods to structure my arguments for keeping EIA legislation</li> <li>• How to maintain quality of life in peripheral areas</li> </ul>

*Other*

In 7 applications the motive “make contacts” are stated. In 15 applications exchange of experience is stated as an important reason why the applicant would like to participate in the course. “International experience in my fields of interest, make contacts”.

- Best practice from participants
- Modern tuition and global understanding about different situations of territorial development
- Use the course for project on poor people
- For implementation of Tacis East-West Forum initiative
- To form a new profession in Russia: specialist on economic development of territories.
- Maintaining quality of life in the municipality

## II. Innovative indicators

### Working field

Management	Social issues	Economy	Strategic planning	Education	Environment	Other
<ul style="list-style-type: none"> <li>• Project management (5)</li> <li>• Management of structural funds</li> <li>• Project preparation</li> <li>• Cultural management</li> <li>• PEST overviews</li> </ul>	<ul style="list-style-type: none"> <li>• Social economics</li> <li>• Migration</li> <li>• Measuring efficiency of medical and social expertise institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Creative industries</li> <li>• Development support for businesses, etc.</li> <li>• Economic geography and management</li> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning (6)</li> <li>• Management system</li> <li>• Reforming the indicator system</li> </ul>	<ul style="list-style-type: none"> <li>• Collection of education data</li> <li>• Technical lecturer</li> <li>• Regional research, municipal strategic development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental assessment (2)</li> <li>• Integrated coastal zone management and development</li> </ul>	<ul style="list-style-type: none"> <li>• Space-ideology</li> <li>• Evaluation of structural funds</li> <li>• Monitoring structural funds indicators</li> <li>• Organisation service</li> <li>• Justice and home affairs</li> <li>• Financial crime investigation</li> <li>• Energy consumption</li> <li>• Food and veterinary services</li> <li>• Tourism</li> </ul>

### Themes of interest

Indicators for different areas	Methods
<ul style="list-style-type: none"> <li>• International experience and innovations in the use of indicators for monitoring regional development and assessment of one's activities pursuing specific goals</li> <li>• Spatial planning and development indicators</li> <li>• Sustainability indicators</li> <li>• Indicators for regional development monitoring and international comparability</li> <li>• Aspects of EU territorial planning activities and legislation</li> <li>• Transnational spatial development activities</li> </ul>	<ul style="list-style-type: none"> <li>• Horizontal indicators</li> <li>• Need for pre-defined indicators or customised case by case</li> <li>• Innovative components of "usual" indicators</li> <li>• Using statistics as arguments</li> <li>• Explanation and interpretation of indicators</li> <li>• Elaboration of qualitative indicators</li> <li>• New derivative statistical indicators</li> <li>• Use of indicators as supporting information for conveying messages to various target groups</li> <li>• Selection of indicators for describing a development problem</li> <li>• Indicator lines of regional economic modernisation, export sector encouragement, SME development, general indicators of economic efficiency</li> <li>• Deriving information from indicators</li> <li>• Different kinds of indicators (use and effectiveness)</li> <li>• Indicator analysis and usage for various purposes in reporting, planning and general institutional building</li> <li>• Interpretation of different indicators</li> <li>• More knowledge re. treatment and understanding of indicators</li> </ul>

	<ul style="list-style-type: none"> <li>• Data classification and accumulation, data relationships and how they reflect various phenomena</li> <li>• Data strengths and weaknesses</li> <li>• Manipulation of indicators</li> <li>• A critical look</li> <li>• What does relevancy of indicators depend on</li> <li>• Key aspects in programming work</li> <li>• New research in the field</li> </ul>
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*Methods of interest*

<b>Development</b>	<b>Selection</b>	<b>Usage</b>	<b>Process</b>	<b>Communication</b>	<b>Monitoring / Evaluation</b>
<ul style="list-style-type: none"> <li>• Developing innovative indicators</li> <li>• Setting up appropriate indicators</li> <li>• To set and use different indicators and gauges</li> <li>• Finding and generating new indicators</li> <li>• How to get more out of data</li> <li>• How to define reachable indicators for a whole programming period and a wide area of activities</li> <li>• Software development</li> </ul>	<ul style="list-style-type: none"> <li>• Selecting indicators for describing a development problem</li> <li>• Discussion of indicators selected for regional development monitoring and their international comparability</li> <li>• How to choose, generate and use indicators</li> <li>• which indicators to use</li> </ul>	<ul style="list-style-type: none"> <li>• How to use specific indicators as a basic tool for creating certain policies and strategic development concepts</li> <li>• International project audit methods</li> <li>• How indicators can be used in working life</li> <li>• How to deal with statistics in a confident and professional way</li> </ul>	<ul style="list-style-type: none"> <li>• How to understand, interpret and analyse indicators critically</li> <li>• Combination of qualitative and quantitative indicators</li> <li>• How carry out surveys</li> <li>• How to interpret collected information</li> <li>• Tools, ideas and recommendations for developing, defining and updating indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Indicators as supporting information for conveying messages to various target groups</li> <li>• How to understand and communicate with indicators</li> <li>• How to explain the advantages of rational use of energy by innovative indicators</li> <li>• Communicating indicators to target groups</li> <li>• How to communicate collected information</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty monitoring system improvement;</li> <li>• Indicators as tools for monitoring and creating questions what to do for clear and stable success of our work</li> <li>• How to evaluate the state of achievement</li> </ul>

*Other*

In 10 applications exchanging experiences are mentioned. A specification is: "Exchanging experience from Baltic countries using social indicators" In four applications making contacts are mentioned.

- Examples from abroad of the adoption of information systems for monitoring socio-economic changes
- Good background, practical knowledge and possibility for direct application in my workplace
- Better understanding of indicators (9)
- Critical attitude to statistical indicators used (2)
- New ideas and recommendations from experts
- Facing problems with data collection that doesn't correspond to accountability figures
- Make better use of the data we possess
- How to make all interests meet and how to change the viewpoints of the government
- Use knowledge to improve economical surveys
- Can provide real examples

### III. Good Governance

#### Working fields

Poverty	Management	Energy	Economy
<ul style="list-style-type: none"> <li>• Poverty reduction (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Project management (4)</li> <li>• Project cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Energy research</li> <li>• Econometrical modelling of the energy sector</li> </ul>	<ul style="list-style-type: none"> <li>• World economy</li> <li>• Economic development</li> <li>• Knowledge-based development</li> </ul>

#### Themes of interest

International perspective	Social	Competitiveness	Measurement	Planning	Institutional reform	Other
<ul style="list-style-type: none"> <li>• Current development of good governance in Europe</li> <li>• A broader perspective on international approaches to governance</li> <li>• European cooperation (innovation and competition in BSR)</li> <li>• Planning processes in Europe</li> <li>• Planning processes in experienced countries, possibilities of conceptualisation of these practices</li> </ul>	<ul style="list-style-type: none"> <li>• Social sustainability</li> <li>• Poverty reduction</li> <li>• Tackling social/demographic problems, spatial planning and resource management</li> </ul>	<ul style="list-style-type: none"> <li>• Development of knowledge-based economy and market institutions, of competitive environment, authorities' responsibilities towards society</li> <li>• How undeveloped potential can be converted to a resource</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria to measure the performance of public officials?</li> </ul>	<ul style="list-style-type: none"> <li>• Modern approaches to spatial planning in BSR, intermunicipal cooperation</li> <li>• role of regional government bodies</li> <li>• Urban planning</li> <li>• Planning ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Recently enacted reforms in the Nordic countries</li> <li>• Understanding of newer institutional reforms</li> <li>• Theoretical and practical knowledge in the sphere of institutional reforms and regional development policy</li> <li>• Proposals for revised institutional structures</li> <li>• Facilitating the process of policy development and institutional reform</li> <li>• Recommendations for an optimised system of interregional relations and for framework conditions</li> <li>• Planning legislation and reforms in the Nordic countries</li> <li>• How democratic institutions fostering economic development can be</li> </ul>	<ul style="list-style-type: none"> <li>• Regional energy development and national productivity raising problems</li> <li>• Facilitating information sharing</li> <li>• Development of "semi-peripheral" cities in the EU</li> <li>• New aspects of regional development</li> <li>• Governance and power</li> <li>• Society involvement</li> <li>• How to make policies transparent</li> <li>• Changing the image of local government and publicity</li> </ul>

				established/strengthened	strategy
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*Methods of interest*

<b>Good practice</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Good examples how to make organisations grow and develop</li> </ul>	<ul style="list-style-type: none"> <li>• How to make people stay in Kuldiga</li> <li>• How to develop policies and reactions helping regional development in the right direction</li> <li>• How to improve consistency and strategic design of regional policy goals</li> <li>• Procedures/methodologies to design and implement development strategies at regional level</li> <li>• How to involve local people in territorial planning</li> <li>• Mechanisms to solve existing problems through consolidated efforts for progress and democracy development</li> </ul>

*Other*

Exchanging experiences are mentioned in 12 applications. Making contacts are mentioned in 6 applications.

- Project management

**IV Successful cities<sup>1</sup>**  
*Working fields*

<b>Management</b>	<b>Rural</b>	<b>Cooperation / Coordination</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Strategic development and public relations</li> <li>• Project fundraising</li> <li>• Project management (5)</li> </ul>	<ul style="list-style-type: none"> <li>• Rural settlements, human settlements</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinating international activities</li> <li>• Trans-border cooperation and flood protection</li> </ul>	<ul style="list-style-type: none"> <li>• Youth development</li> <li>• Energy research</li> <li>• Coastal zone management and development</li> <li>• Consulting</li> <li>• Workshop organisation for capacity building</li> <li>• Development and economic wellbeing (NGO)</li> </ul>

*Themes of interest*

<b>International perspectives</b>	<b>Urban development</b>	<b>Culture</b>	<b>Public participation</b>	<b>Environmental</b>	<b>Management</b>	<b>Other</b>
<ul style="list-style-type: none"> <li>• Nordic examples, international experience (2)</li> <li>• Nordic experience of involving citizens in the planning process</li> <li>• International experience</li> <li>• Learning from other projects and strategies in the BSR</li> <li>• Experience of other European cities</li> <li>• Experience of the Nordic cities</li> <li>• Strategic city planning in the Nordic countries</li> <li>• Nordic cases of urban management, planning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Large-city region scale redevelopment project</li> <li>• Urban development strategies in city development</li> <li>• Contemporary approaches to urban development</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage protection</li> <li>• Spatial and cultural development</li> <li>• How to manage cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Public participation (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Urban policy areas connected to the cultural landscape and environmental problems</li> <li>• Urban management and development strategies</li> <li>• Management and development strategies with focus</li> </ul>	<ul style="list-style-type: none"> <li>• Development policy management</li> <li>• Latest materials on spatial management</li> <li>• Processes, institutional frameworks, management and development strategies</li> <li>• City management and development strategies</li> <li>• Management and development strategies -</li> </ul>	<ul style="list-style-type: none"> <li>• Processes and institutional frameworks</li> <li>• Defining concepts and directions for cities near rivers</li> <li>• Strategies contributing to natural, cultural, social and economic activities</li> <li>• Choice of criteria and how to use them</li> <li>• Planning theory</li> <li>• What to</li> </ul>

<sup>1</sup> The number of applicants was so great (107) that here we have only analysed a sample of them.  
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<ul style="list-style-type: none"> <li>• Nordic experience re. making cities attractive for inhabitants and tourists</li> <li>• Construction in Nordic Countries</li> <li>• Management and development strategies in Nordic cities</li> </ul>	<p>strategies</p> <ul style="list-style-type: none"> <li>• Regional development dynamics</li> </ul>		<p>on competitive ness and sustainability in the context of national and supranational development</p>	<p>principles and dilemmas (2)</p> <ul style="list-style-type: none"> <li>• Project management</li> </ul>	<p>consider in new city planning; Main principles of planning new districts; Development and maintenance of downtown; • Planning and urban development • Urban problems and solutions • New ideas and approaches • How to combine local needs with county level planning</p>
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*Methods of interest*

<b>Good practice</b>	<b>Communication</b>	<b>Planning process</b>
<ul style="list-style-type: none"> <li>• Best practice examples from other cities how to manage development plans and projects</li> <li>• Examples of management and development strategies</li> <li>• Framework of successful planning</li> <li>• Analysis of successful examples</li> <li>• successful projects and best practice</li> <li>• Best practice of successful city management success stories</li> <li>• Successful public management strategies</li> <li>• Up to date practical examples;</li> <li>• Success stories</li> <li>• Practical project examples</li> <li>• Lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• Other's experience how to make decision-makers see the relevance of strategic thinking and planning as a base for management and implementation of long-term spatial plans</li> </ul>	<ul style="list-style-type: none"> <li>• Preparing planning documents related to assessments of the condition, protection and management of urban areas</li> </ul>

<ul style="list-style-type: none"><li>• Successful programme examples and planning solutions re. protecting the cultural heritage in urban areas</li></ul>		
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*Other*

Exchanging experiences and opinions of practitioners and planners are mentioned in 9 applications. Making contacts are mentioned in 7 applications.

- Similarities with Nordic countries in management and development strategies
- SWOT on Cesis town
- A new perspective of the problems of city management and development
- improved theoretical base