

Final report for INTERREG IIC operations

1. Summary of the operation's activities

1.1 Please provide an overview of the main activities undertaken during the lifetime of your operation. The description should develop the information already provided in the last progress report. It should also cover issues related to management/coordination and dissemination. (maximum 3000 characters)

References:

Last progress report, II. Activity Report 1. Summary of the operation's activities so far

3-CIP was developed as a contribution to the economic distinction of the border triangle of Germany, Czech Republic and Poland. The acronym "3-CIP" (Three Countries Innovation Push) was deliberately chosen for its similarity to the word "zip". 3-CIP connected the existing experience with SME networks and cooperations in Core Branches (CB) of the manufacturing industry. New approaches to economic fields of competency were being identified and analysed in the regions of the CZ and PL Project Partners (PP). Existing economic relations were intensified and generalised in terms of best practice. 3-CIP identified further economically sustainable fields of competency to establish new cross-border technology clusters.

At the Kick-Off-Meeting in May 2004 the Steering Group (SG) amicably confirmed basic project targets and structure, by signing the 1st Joint Memorandum. To achieve the set objectives the PP jointly selected 9 CB: Automotive, Mechanical Engineering/Metal Processing, Energy/Environment, Chemical Industry, Enabling Technologies, Textiles, Glass/Ceramics/Jewellery, Food+Beverages, Building Materials.

8 CBConferences with 600 participants took place in all PP regions. 9 CBTeamManager supported the branch-related work.

Besides the 3-Countries CB Cooperations the 3-CIP components were: Joint Economic Strategy Development, Joint Cooperation and Innovation Portal. The 3-national and 4-lingual portal www.3-cip.com started in 2004. Objectives were to serve as a navigator through external and internal information databases and as a communication platform for PP and SME's in CB.

Documentations of the Kick-Off-Meeting, the CBC and the Final Conference were published and disseminated. A Corporate Design, information and advertising materials were developed and distributed (flyers, inserts, banner, 12 newsletters, 6 brochures, 41 press releases, 168 articles).

A manual was created with SWOT-analyses, 19 Best Practice Examples and an Action Plan incl. 6 Follow-up Projects. 3-CIP organised 47 interregional events to exchange and disseminate experience. 3-CIP had exhibition stands at the industry fair 12. BUT 2004 in Bautzen and TransferX 2005 in Dresden and participated in 123 other events.

In December 2004 the SG signed the 2nd Joint Memorandum with half-time balance and deliberated on upcoming common tasks. In 2005 the Leadpartnership changed to the Saxony Economic Development Corporation. In the 3rd Joint Memorandum ("Wroclaw Declaration") in December 2005 the SG defined common future visions.

An important output of the 3-Countries Joint Economic Strategy is the initiation of the "Economic Development Panel". 4 meetings took place in 2005/2006 with 3-CIP PP and new partners from DE, CZ and PL. The joint objective, defined in the 4th Joint Memorandum ("Cottbus Declaration"), is to establish a strong and attractive economic region in the heart of Europe. The operation 3-CIP ended with the Final Conference on June 29, 2006 in Cottbus.

1.2 Please describe any major changes/problems in the implementation of activities that may have occurred during the operation's lifetime and the reasons/solutions/impacts of these changes/problems. (maximum 2000 characters)

References:

Progress reports, II. Activity Report 7. Problems encountered and solutions found / proposed

3-CIP started with a wide range branch spectrum (30 proposals in application). Joint consultations and matrix technique focused on jointly chosen 9 Core Branches (CB), which represents the strengths of individual regions and integrates all 9 PP and 8 PP regions.

The idea was to establish a new database to support cooperation of SME. In course of 3-CIP in 2004 PP realised: there are a lot of CB networks which already operate their own databases. Solution: 3-CIP not creates a new database but concentrate all efforts on the linking of the existing ones.

At the beginning of 2005 LP IAS was confronted with economic and financial problems that led to insolvency on May 1. These difficulties were not related to project 3-CIP. But due to these difficulties the LP IAS was neither personally nor financially able to be LP. All PP voted unanimously for a continuation of the project 3-CIP with the new LP WFS. To solve the problem there was an intensive cooperation between former LP, insolvency administrator, new LP, PP and MA/JTS. The Saxon ministry of economic affairs actively supported the process. SC agreed on March 18 to transfer LPship to former P3, WFS, (= new LP = P1). On April 11 a common consultation took place in Vienna to clarify the rules and the schedule for the change of LP. Former LP IAS (= new P3, only for reporting purposes) withdrew from the project in period 3. Therefore PR2 was submitted by the new LP WFS but referred content-wise to the former LP IAS. Updated Application Form confirmed by JTS/MA in Aug. 3., new Subsidy Contract signed Sept. 1. New Partnership Agreements were signed in Sept., Start Up Report was submitted Sept. 20, 2005. At the PP and SG Meeting on Dec. 5, 2005 all partners agreed that the 3-CIP Final Conference will take place on June 29, 2006. Therefore it was necessary to extend the project duration until August 30, 2006 without changing the total budget. The months July and August were used only for accounting and reporting purposes.

1.3. Please assess the participation of all partners in the operation. Describe any major changes/problems in the partnership that may have occurred during the operation's lifetime and the reasons/solutions/impacts of these changes/problems. Were your partners active? Did they attract other regional actors to the operation events? (maximum 2000 characters)

References:

Progress reports, II. Activity Report 6. Involvement of partners

Basic principle of 3-CIP: 3-nationality. Central request: Know-how transfer in regards to cross-border collaboration and innovation of SME in branch networks. For several PP from CZ and PL the operation 3-CIP was the first co-operation in an EU project. Different motivation, activity and understanding of deadlines as well as change of staff are to be noticed. Therefore LP in project management and coordination particularly supported PP from new member states with individual consultations and supplying information.

Examples for solutions, how the LP has overcome the above-mentioned obstacles are: > Instruments like a detailed work plan and Internet Portal www.3-cip.com > Exchange of experiences and motivation in 47 interregional events > Know-how-transfer > For detailed questions (beside the PP Meetings) individual consultations LP with the PP > LP included PP in updating documents and forwarded information from JTS > LP aligned communication style to individually partner, taking culture aspects into account.

Because of the insolvency of the LP IAS the project management temporarily stagnated in 2005. LP could not give necessary support for the preparation and realisation of CBC to the PP in period 3. For some PP it was difficult to bring into the center of the CBC the industry and businesses. The content suffered sometimes. Some PP had problems to acquire and motivate SMEs to the participate in the CBC.

The lacking support of LP had to be compensated by the PP in coaction. With the takeover of the project management by the new LP WFS, the project management and monitoring could be stabilized again. We had to recognize: Structures of business development and support have to be developed in the new member states. The cooperation between public authorities, technology transfer and research facilities are developing. They still are heterogeneous and little connected. The contact with industries and businesses is underdeveloped.

2. Summary of the operation's achievements

2.1 Please describe the main achievements of your operation. Please explain to what extent the overall objective and sub-objectives of the operation have been achieved? (maximum 3000 characters)

References:

Application form, 1.3 Objectives of the operation,
Progress reports, II. Activity Report 2. General progress of the operation towards the set objectives and sub-objectives

3-CIP overall objective was:

Development of an interregional, cross-border initiative as a starting-point for a joint approach to foster of a new, internal market region+cross-regional cooperations of relevant players from regions+their Core Branches of business, thereby contributing to economic growth+regional cohesion. Testing an approach that will demonstrate the potential of a combined effort of 8 regions from 3 neighbouring countries+will bring about added value at EU level for regions in a similar location+situation.

3-CIP sub-objectives were:

- >Give a push for cross-border cooperation between publ. authorities+HEIs+R&D institutions+chambers+RDAs+science+technology parks+business companies in order to promote the regions competence cores at an interregional level with the development of a manual including future guidelines for mutual actions.
- >Examination of transferability+stimulation of the adoption/extension of good practices+networks+projects.
- >Examination of each regions Core Branches of business for their potentials+selection of competence cores for the further process of the project.
- >Identifying carriers+barriers for cooperation in these areas.
- >Fostering cooperations+contacts via 3-Countries Core Branch Conferences with participants from counterparts in each partner's region.
- >Supporting knowledge-transfer+exchange of ideas via a 3-Countries Coop.+Innovation Website.

3-CIP was successfully implemented in due time.

The most important outcome is: With 3-CIP a future focused model was created that presents a single profile and uniform marketing measures for the economic region Saxony/Brandenburg/Northern Bohemia/Western Poland.

The development of the institutional and political cooperation as well as the information exchange of those responsible for economic development has gained new momentum.

The mutual selection of 9 industrial Core Branches, the successful implementation and documentation of 8 Core Branch Conferences with more than 600 participants, of which 50 % were entrepreneurs, as well as the identification and public acknowledgement of 19 best practice examples all represent valuable navigational guidance and support measures for enterprises, networks and branches in cross-border cooperation and innovation.

Strengths, Weaknesses, Opportunities, and Threats associated with the Core Branches in the single business region were analysed together and with the support of branch specialists.

With the internet portal www.3-cip.com a 3-national/4-lingual information and communication platform of the partners including the enterprises and networks of the Core Branches was created. The 10 theses of a joint development strategy, the action plan as well as 6 follow-up projects all pave the way for a successful future of a strong business region right in the heart of Europe.

The initiative which was started with the 3-CIP project will be continued in the Economic Development Panel themed "3 Countries – 1 Region."

2.2 How has interregional cooperation contributed to these achievements? (maximum 2000 characters)

On the occasion of the 3-CIP Final Conference, the representatives of the Free State of Saxony, the State of Brandenburg, the Czech regions of Liberec, Usti and Karlovy Vary as well as the Polish provinces of Wielkopolskie, Dolnoslaskie and Lubuskie all declare that parallel to the conclusion of the project, a new phase of their future-oriented cooperation is about to commence. With 3-CIP an innovative and sustainable model was created to establish a joint profile and marketing initiative in the economic region Saxony/Brandenburg/Northern Bohemia/Western Poland.

3-CIP has generated new impulses for the political and institutional cooperation of the neighboring regions. Project Partners are enabled to use results and implementation strategies in similar activities of their regions (knowledge is published at Internet Portal).

3-CIP has also made a vital contribution to business cooperations which were successfully developed and expanded over the past three years. Numerous discussions and projects among the participants have all clearly demonstrated that the cooperation in the new single market can be intensified further and optimized through a systematic, multilateral cooperation which will also help to overcome those development restraints which might currently still exist.

The joint objective is to establish a profile and to undertake marketing measures to forge a strong and attractive economic region right in the heart of Europe. The partner regions wish to promote the development of a business region in which entrepreneurs, networks and branches as well as employees will all find such beneficial conditions that they will be able to fully develop their true potentials. The challenge and most important mutual task of the partners is to strengthen and promote their joint economic region as one of the most attractive business venues for investors in the heart of Europe. A challenge and task from which everyone will ultimately benefit once it is achieved.

2.3 What other benefits / lessons learnt / added value did you obtain through interregional cooperation? (maximum 2000 characters)

Project partners could acquire first-hand experience on what has worked and what hasn't in implementing of Structural Funds. The PP from new Member States could learn from their peers in the 'old' EU. In particular, from regions that have benefited from EU support in the past. 3-CIP allowed new Member State regions to pick partners with the right profile that can help solve their problems and tackle development challenges.

3-CIP PP were enabled to use results and implementation strategies in similar activities of their regions by fostering of political lobby in the 3 countries/8 regions and transfer of information about 3-CIP to regional governments. Important results: Good cross-border contacts/exchange of experiences/confidence between PP.

The guidelines of a joint development strategy, the action plan as well as the follow-up projects pave the way to a future which will create a strong economic region in the heart of Europe. A new idea that sets new cooperation standards shall be realised.

The joint www.3-cip.com internet portal along with the cross-border data pool will both continue to be developed as a joint trinational information and communication platform for the partners as well as for SME and networks in the participating branches.

The partners agreed to regularly inform one another about the shaping of the EU's structural policy for the period 2007-2013. They seek to use the support programs of the EU Structural Funds specifically for projects to develop the joint economic region.

In order to implement the objectives of their joint declaration of intent ("Cottbus Declaration"), the partnership network will pursue the cooperation which was launched with the 3-CIP project under the motto "3 countries – 1 region" in a discussion group named "Economic Development Panel". The partners will continue, expand and intensify their current cooperative efforts and platforms within the scope of available national resources as well as EU support measures.

3. Finance

3.1 Please assess the budget of the operation. Describe any major changes/problems in the budget implementation that may have occurred during the operation's lifetime and the reasons/solutions/impacts of these changes/problems. Was your budget forecast appropriate for the activities you planned? Did you use all funds you were granted? If not, please summarize the reasons. (maximum 3000 characters)

References:

Application form, AIV.0 – AIV.4
Progress reports, III. Financial Report
Progress reports, III.0 Financial Report by partner
Progress reports, AIII.1 – AIII.3

It is difficult to plan a detailed 2-years's budget one year before the project starts. The budget allowance makes it hard to realize good new ideas arising during the project duration. Theoretically it should be possible, but in practice we sometimes didn't succeed. Some reasons for this:

- Some auditors were hard to persuade that only the project budget is binding, not the partner's budget. They didn't allow to spend one Euro more than the partner planned in a certain budget line, component and period.
- Another point that is difficult to handle is splitting costs between partners. This should be treated more freely, meaning: all partners having money left in a certain budget line / component can decide if that want to take over costs and how much.
- Shifting money between partners is also risky, because the partners might loose the overview, especially if some partners submit there financial documents too late.

From our point of view it is necessary to have a lead partner workshop on financial tasks including working with Pivot-tables (Microsoft Excel for advanced learners). Maybe an adequate table could be provided by the JTS. This table should contain all expected expenses by partner, budget line and component. All partners have access to this table (members' area on website). After having spent money the expenditure need to be registered in the table immediately. The combination of planned and spent expenditure shows clearly an over- or underspending in budget lines and components. This procedure assumes the will of all partners to make their expenditure visible for other partners (problematically e.g. with staff costs) and a permanent updating of expenditure by all partners.

The classification of expenditure into components caused some difficulties, because some activities refer to more than one component.

In general we can say that the budget was not appropriate at the beginning. Due to the change of lead partner and the prolongation until August 2006 it was possible to adapt the budget.

The reasons for the underspending are diverse:

- Generous planning of expenditure
- The administration effort to calculate costs like administration costs, travel costs (car: insurance, tax, leasing rate, fuel...) or costs for staff (salary, insurance, tax...) that worked only a few hours for the project and the necessary rebooking are disproportionate to the output
- The effort not to outsource too many activities and therewith to save money
- The above mentioned problems of shifting money between partners, budget lines and components. Especially the Polish and Czech partners with their smaller budgets couldn't bear higher costs. (They had the money, but it was split into periods and they were afraid to move money between the periods.)

4. Detailed description of the operation's achievements

4.1 Summary of the outputs

Please name and describe the main outputs of your operation, using the structure of the list below.

References:

Application form, 1.4 Expected outputs, results and impacts of the operation,

Application form, AIII.1 – AIII.5,

Progress reports, II.0 Indicators,

Progress reports, II.1 – II.5 Activity Report

Outputs	No	Description (maximum 2000 characters)
<p>Interregional events to exchange and disseminate experience</p> <ul style="list-style-type: none"> - Conferences - Seminars / workshops - Staff exchanges - Study visits - Other 	47	<p>47 Interregional Events/1.471 part.:</p> <ul style="list-style-type: none"> 1 KickOffMeeting/80 part. 1 4-Country Innovation Conference/260 part. 1 Final Conference/110 part 8 Core Branch Conferences: <ul style="list-style-type: none"> 1 CBC Glass/60 part. 1 CBC Textiles/130 part. 1 CBC Building/100 part. 1 CBCPlastics/Automotive/100 part 1 CBC Waste/Environment/80 part. 1 CBC Food+Beverages/40 part. 1 CBC Mechanical Eng./40 part. 1 CBC Energy/Environment/40 part. 3 SGMeetings/54 part. 8 SG/PPMeetings DE PP/42 part. 2 PPMeetings CZ PP/11 part. 1 PPMeeting PL PP/4 part. 13 PTMeetings/226 part. 1 Joint Workshop PT+CBTM/15 part. 8 EGMeetings/79 part.

<p>Identification of good practices</p> <ul style="list-style-type: none"> - Related to the management/coordination of the operation - Related to the content/theme of the cooperation 	<p>5</p> <p>19</p>	<p>5 Good practices in management/coordination:</p> <p>Initiation and organisation of 47 interregional events</p> <p>Cooperation with SME and networks in 9 Core Branches (Initiation and organisation of 8 CBCConf.)</p> <p>Internet portal www.3-cip.com (A 3-national and 4-lingual information and communication platform of the Project Partners including the enterprises and networks of the Core Branches was created.)</p> <p>Sustainability: "Cottbus Declaration" (The joint objective is to establish a profile and to undertake marketing measures to forge a strong and attractive economic region in the heart of Europe.)</p> <p>Sustainability: "Economic Development Panel" (The initiative which was started with the 3-CIP project will be continued in the EDP themed "3 Countries – 1 Region".)</p> <p>19 Best Practice Examples:</p> <p>Best practice examples in the meaning of 3-CIP are exemplary procedures or model solutions that demonstrably attain a successful practice in the categories</p> <ul style="list-style-type: none"> - Innovation - Cooperation - Public-Private Partnership - Development of Human Resources. <p>Best practice examples are embedded into the context of the 3-CIP project philosophy; key indicators are inter-regional cooperation, innovation and core branch reference.</p> <p>19 best practice examples were jointly identified and evaluated by the 3-CIP project partners and the core branch teams in a pragmatic and public SWOT analysis.</p> <p>Best practice examples are current exemplary recommendations that can be generalised and are worth copying.</p> <p>The operation 3-CIP itself became evaluated as Good Practise Project by the INTERREG IIIC programme authority, an activity of the INTERACT POINT IIIC Coordination (Roland Blomeyer) which aims to analyse a sample of 30 IIIC operations from all zones, identify and highlight good practice with regard to operation design, thematic focus and implementation.</p>
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<p>Policy / strategy documents addressed</p>	<p>4</p>	<p>4 Joint Memorandums:</p> <p>At the Kick-Off-Meeting in May 2004 the Steering Group (SG) amicably confirmed basic project targets and structure, by signing a 1st Joint Memorandum.</p> <p>In December 2004 the SG signed a 2nd Joint Memorandum with half-time balance and deliberated on upcoming common tasks.</p> <p>In a 3rd Joint Memorandum (“Wroclaw Declaration”) in December 2005 the SG defined common future visions.</p> <p>At the Final Conference in June 2006 the national representatives from Saxony, Brandenburg, Czech Regions and Polish Woiwodships together with the 3-CIP SGMembers declared in a political commitment the joint objective to establish a profile and to undertake marketing measures to forge a strong and attractive economic region in the heart of Europe (“Cottbus Declaration”). The initiative which was started with the 3-CIP project will be continued in the Economic Development Panel themed “3 Countries – 1 Region” (Mission Statement).</p>
<p>Other:</p> <ul style="list-style-type: none"> - training courses - good practice guides - policy recommendations - studies / surveys / analyses - web/IT tools - SWOT - Newsletter - PR/press - Manual - 	<p>1</p>	<p>1 Web Portal www.3-cip.com (With the internet portal www.3-cip.com a 3-national and 4-lingual information and communication platform of the Project Partners including the enterprises and networks of the Core Branches was created. 3CIP was using the operation website to provide management information including progress reports. The website also constitutes a tool to facilitate implementation with its four-lingual cooperation and innovation portal. The main aim of the portal is to act as a cooperation broker in the areas of research and development, new products, new markets, human resources, location development – allowing for concrete cooperation between potential business partners.)</p> <p>8 SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats associated with the core industrial branches in the 8 single business region were analyzed together and with the support of 9 Core Branch specialists.)</p> <p>12 Newsletter</p> <p>41 press releases; 168 articles; 6 brochures</p> <p>1 Manual (The 10 theses of a joint development strategy, the action plan as well as 6 follow-up projects all pave the way for a successful future of a strong business region right in the heart of Europe.)</p>

4.2 Summary of results and impacts by partner

For each partner, please define the main results and impacts of the INTERREG IIIC operation. Use the structure of the list below to answer the following questions: Have existing regional policy methods or approaches been improved? Have new regional policy methods or approaches been introduced? Have political and institutional structures related to regional policy been changed? These results/impacts should be related to improvements of the effectiveness of policies and instruments, expanded effects of Structural Funds interventions, solved problems, exploited potentials, etc.

References:

Application form, AI.2 Relevance of the partnership

Partner	Results	Impacts
1	<p>Organisation of the KickOffMeeting</p> <p>Organisation of the 4-Country Innovation Conference</p> <p>Organisation of the CBC Mechanical Engineering</p> <p>Initiation and coordination of the initiative "Three Countries – One Region"</p> <p>Initiation and coordination of the Economic Development Panel (EDP)</p> <p>Initiation and organisation of the internet portal www.3-cip.com</p> <p>Different PR measures</p> <p>Corporate Design of 3-CIP</p>	<p>Political acceptance and support of the initiative "Three Countries - One Region" in Saxony</p> <p>Interregional exchange of experience and know-how transfer</p> <p>Formation of a department of EU projects at the WFS</p> <p>Identification of new partners for cooperation projects</p> <p>Common EU project development</p> <p>3-CIP got a good and recognisable appearance (visual and rich in content) and a high international recognition</p>
2	<p>Management of the internet portal www.3-cip.com</p> <p>Organisation of the CBC Textiles</p> <p>Organisation of the Final Conference</p> <p>Organisation of 4th Meeting of the EDP</p>	<p>Political acceptance and support of the initiative "Three Countries - One Region" in Brandenburg</p> <p>Interregional exchange of experience and know-how transfer</p> <p>Identification of new partners for cooperation projects</p> <p>Common EU project development</p>
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4	<p>Organisation of the CBC Glass</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Liberec Region</p> <p>Interregional exchange of experience and know-how transfer</p> <p>Impulses for clustering/networking of SME</p>

5	<p>Organisation of the CBC Plastics/Automotive</p> <p>Organisation of 3rd Meeting of the EDP</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Usti Region</p> <p>Interregional exchange of experience and know-how transfer</p> <p>Profiling+Restructuring of the economy development authorities</p> <p>Impulses for clustering/networking of SME</p> <p>Common EU project development</p>
6	<p>Organisation of the CBC Energy/Environment</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Karlovy Vary Region</p> <p>Interregional exchange of experience and know-how transfer</p>
7	<p>Organisation of the CBC Food+Beverages</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Woivodeship Wielkopolskie</p> <p>Interregional exchange of experience and know-how transfer</p>
8	<p>Organisation of the CBC Waste/Environment</p> <p>Organisation of 2nd Meeting of the EDP</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Woivodeship Dolnoslanskie</p> <p>Interregional exchange of experience and know-how transfer</p> <p>Identification of new partners for cooperation projects</p>
9	<p>Organisation of the CBC Building</p>	<p>Political acceptance of the initiative "Three Countries - One Region" in the Voivodeship Lubuskie</p> <p>Interregional exchange of experience and know-how transfer</p>
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4.3 Contribution to other EU policies

After the closure of your operation, please review how your operation has contributed to EU policies on equal opportunities, sustainable development and environment.

References:

Application form, 2.3 Contribution to other EU policies

Effect on Equal opportunities

- Main focus
- Positive
- Neutral

Effect on Sustainable development

- Main focus
- Positive
- Neutral

Effect on Environment

- Main focus
- Positive
- Neutral

Please justify the choices above and explain how these policies were reflected in your operation. (maximum 2000 characters)

EU policies like equal opportunities, sustainable development and environment were immanent components of the operation 3-CIP:

Equal opportunities: 3-CIP was positive in terms of equality. For example the initiative "InnoLausitz" hosts one network "GBB - Accompanying network for business founders" were in the BB part of the project particularly women from less favoured rural areas are supported in starting-up their own business. Where the regions core branches and this networks' activities intersect, the knowledge gained has been interregional applied. With regards to the target groups of 3-CIP they include men and women equally.

Sustainable development: In an economically sense the project contributed to the new internal market regions economic competitiveness and cohesion. In an ecologically sense there are existing networks within "InnoLausitz" and branch competence which focus on renewable energies and environmental technologies.

Environment: 3-CIP was environmentally positive and friendly. For example was attempted to combine meetings in order to reduce travels. Furthermore, the regions' CB and networks included environmentally friendly technologies. In view of the existing structure and conditions in BB and after comparison with potentials of energy and environmental technology in the partner regions, the following sub-sectors were of special interest for the CB Energy/Environment: Waste disposal industry/Mining and recultivation/Renewable raw materials/Renewable energies/Wastewater and wastewater treatment. A total of 8 CBConferences with 600 participants were held under the umbrella of 3-CIP: CBConferences "Waste management and Environment" and "Recultivation and Renewable resources". Experiences of German partners in this field has been intensively used, generalised and transferred to the PP regions. The decisive factors for selection of the mentioned topics and structuring of both conferences were the potentials and demands in the partner regions.

5. Durability of the operation and its results

5.1 What will happen to the partnership after closure of the project? Will the partnership continue to cooperate on this issue? (maximum 2000 characters)

References:

Application form, 1.8 Durability of the operation's results

3-CIP was aimed to get a starting point for a 3-Countries cross-border region and to "zip" closer together with EU-enlargement, making most out of the new strategic position in Europe. The Final Conference marked the end of the operation, but was also the beginning of a reworked understanding of the role of the new internal market region. In order to implement the objectives of their joint declaration of intent ("Cottbus Declaration"), the partnership network continues the cooperation which was launched with the 3-CIP project under the motto "3 countries – 1 region" in the framework of the "Economic Development Panel". The partners will continue, expand and intensify their current cooperative efforts and platforms within the scope of available national resources as well as EU support measures. There will be a continuation of the implementation of the single guidelines for action and the start of projects. The theses, the action plan and the follow-up projects pave the way to a future which will create a strong economic region in the heart of Europe. Theses for a Joint Development Strategy: A Basic strategy for the development of the economic area

1. 3 countries – 1 strong and attractive economic area
 2. Exploitation of locational advantages in the border regions by extending cross-border coop.
 3. Development of a joint regional innovation strategy
 4. Promotion of scientific institutions cross-border linkage with the business community
 5. Targeted development of human resources in the regions
 6. Presentation of joint strengths by joint location marketing
 7. Development and implementation of a transnational business siting policy
- B Development strategy for Core Branches
1. Utilisation of endogenous potentials in processing-industry core branches
 2. Establishment and stabilisation of cross-border networks, clusters and value-added chains
 3. Org. of sust. economic and social partnership-related developm. of GE-CZ-PL border regions.

5.2 What will happen to the operation's results now that activities are finalised? Have you developed an action plan for maintaining results? Will there be institutional structures for maintaining and/or disseminating the operation's results? (maximum 2000 characters)

References:

Application form, 1.8 Durability of the operation's results

All 3-CIP Project Partners are the owners of the operations results and have equal access to the outputs produced. All outputs and results were documented and published in the manual and web portal. Non-participants have free access. The target groups for using/applying/implementing the outputs/results are: publ. authorities, HEIs, R&D institutions, chambers, RDAs, science and technology parks, TT-institutions and the business companies from the selected Core Branches. The dissemination of the results, the inclusion of the target groups at the meetings/conferences, the website contributed to building contacts and cooperation of longevity and durability. The experiences made in 3-CIP will also be included in further promotion strategies of the regions.

3-CIP PP developed an action plan for maintaining results/for Implementation of the Strategic Theses (Common supra-regional actions to safeguard the sustainability of 3-CIP project outcomes)

Business Development Panel (Joint profiling, presentation and marketing of the Central European Economic Region Saxony – Brandenburg – Czech Republic – Poland)

Internet Portal www.3-cip.com (Joint information and communication platform for project partners, enterprises, networks and branches)

Cross-Border Friendship Database (Provision of a standardised cross-border data pool of objective statistical information for sustainable and free use by the public and the business sector)

Actions relating to branches and SMEs (Strengthening competitiveness of enterprises and further profiling of the joint economic area)

Scientific and academic support and guidance (Establishment of strategic partnerships between enterprises and networks in business sector and R&D institutions, universities, higher-education institutions and economic research institutes)

Further joint follow-up projects (Joint furthering of the European transformation and integration process by profiling and marketing of the joint economic area)

5.3 Are any follow-up projects planned? If so, please name and briefly describe them. (maximum 2000 characters)

Follow-up Projects planned by 3-CIP Project Partners
(Common projects for the realization of the 3-CIP Action Pan):

1. Economic Development Panel

Strategic objective: Joint profiling, presentation and marketing of the Central European Economic Region Saxony – Brandenburg – Czech Republic – Poland

2. Internet Portal www.3-cip.com

Strategic objective: Joint information and communication platform for project partners, enterprises, networks and branches

3. Cross-Border Friendship Database

Strategic objective: Provision of a standardised cross-border data pool of objective statistical information for sustainable and free use by the public and the business sector

4. Actions relating to branches and SMEs

Strategic objective: Strengthening competitiveness of enterprises and further profiling of the joint economic area

5. Scientific and academic support and guidance

Strategic objective: Establishment of strategic partnerships between enterprises and networks in business sector and R&D institutions, universities, higher-education institutions and economic research institutes

6. Further joint follow-up projects

Strategic objective: Joint furthering of the European transformation and integration process by profiling and marketing of the joint economic area

6. Experience gained and Feedback on the programme

6.1. Please report your experience gained with implementing your interregional operation. If possible, make proposals how you would improve procedures in a future. (maximum 2000 characters each)

➤ Project coordination and management

Our experiences as an LP and as project coordinator point: It is possible to carry out successfully such a complex and ambitious project like 3-CIP. A good project structure and structuring in periods, components and work packages are very important for an efficient project management and coordination (work plan; communication plan).

As a rule, the availability of the JTS/MA was given. Support and responsiveness of JTS is very much appreciated. General and individual consultations were possible any time with JTS/MA. There was a very cooperative and constructive working together and communication with our programme manager any time. Considerable extensions is, to have a responsible JTS coordinator once in project's lifetime on-site for a giving activity.

Constructive solutions were found for problems, for example: At the beginning of 2005 the former LP IAS was confronted with economic and financial problems that led to insolvency. To solve the problem there was an intensive cooperation between former LP, insolvency administrator, Saxon ministry of economic affairs, new LP WFS, all PP and MA/JTS. SC agreed on March 2005 to transfer LPship to former P3, WFS (new P1).

All program information and application pack and forms were available in the Internet as a download. Helpful were tools like INTERREG IIIC online communication tool kit. Newsletter and current information about news and events were offered regularly. We could publish also information about the operation 3-CIP as well as important regional events. Some documents were a little complicated in the handling. They should be simplified. The programme web site should be designed even more concrete and more current.

The offered LP seminars and information events were interesting and helpfully. A diversified range of differentiated meetings and workshop were supplied. The offered materials were a good help for the project management. But our budget was not suitable to take part in all events.

➤ Implementation of activities

In the case 3-CIP our interregional cooperation project was made possible at first by the community initiative INTERREG IIIC. The programme which started at the time of the EU Enlargement to may 1, 2004 had an inspiring and initiating effect. The consequence of co-financing amount of 25% was an intensive engagement of all Project Partners.

The 3-CIP project has generated new impulses for the political and institutional cooperation of the neighboring regions. It has also made a vital contribution to business cooperations which were successfully developed and expanded over the past three years. Numerous discussions and projects among the participants have clearly demonstrated that the cooperation in the new single market can be intensified further and optimized through a systematic, multilateral cooperation which will also help to overcome those development restraints which might currently still exist.

➤ Cooperation between the partners

On the occasion of the Final Conference of 3-CIP the regional representatives declared, that parallel to the conclusion of 3-CIP a new phase of their future-oriented cooperation is about to commence. With 3-CIP an innovative and sustainable model was created to establish a joint profile and marketing initiative in the economic region Saxony/Brandenburg/Northern Bohemia/Western Poland.

All partners collaborated actively. But personnel turnovers by the CZ and PL partners complicated the cooperation. Personal meetings on-site were very importantly. Internet and e-mail cannot replace these contacts. Video conferences could be helpful in future.

Experiences, contacts and partnerships form the base for the future cooperation. They will be improved further. Cooperation is a value of herself. But aspects as content and high demands to the results were in the centre of 3-CIP. The results must be noticeable particularly for the enterprises. Contacts of the SME to scientific institutions were consolidated. Bilateral contacts could be improved to multilateral networks. Sustainability and continuation were in the focus.

The knowledge and the appreciation of other regions and cultures has grown. 3-CIP made a contribution to the development of intercultural competence with that. The language knowledge, particularly English could be improved.

PP are enabled to use results and implementation strategies in similar activities of their regions, the knowledge is published at Internet Portal.

The PP agreed to regularly inform one another about the shaping of the EU's structural policy for the period 2007/13. They seek to use the funding by the EU's Structural Funds specifically for projects to develop the joint economic region, in which entrepreneurs, networks and branches as well as employees will find such beneficial conditions that they will be able to fully develop their true potentials.

➤ Financial management / Budget / Financial plan

The auditing in PL and CZ is carried out at a centralized national level. This has complicated the cooperation in the project. Often, the CZ and PL PP and their auditors didn't meet the reporting deadlines. Furthermore some differences consist in the invoice modalities, examination guidelines and in the auditing.

In principle, bureaucratic regulations were found as a distrust. It has to be taken into account, however, that all PP went into a financial and material advance performance. It was a problem for some PP, they reached the bounds of their efficiency and existence with that. The funding rate of 75% is reasonable and welcomed.

The PP want more flexibility in budget changing between the costs, Components and periods during the implementation (esp. between staff costs and external expertise). The classification of expenditure into components caused some difficulties, because some activities refer to more than one component. In general: The 3-CIP budget was not appropriate at the beginning. Due to the change of the LP and the prolongation until August 2006 it was possible to adapt the budget. There are various reasons for of the underspending. They are described in the section "3. Finance".

The forms for the financial controlling should be improved. From the 3-CIP point of view it is necessary to create a LP seminar on financial tasks including working with Pivot-tables (Microsoft Excel for advanced learners). Maybe an adequate table could be provided by the JTS. This table should contain all expected expenses by PP, budget line and component. All partners have access to this table (members' area on website). After having spent money the expenditure need to be registered in the table immediately. The combination of planned and spent expenditure shows clearly an over- or underspending in budget lines and components. This procedure assumes the will of all partners to make their expenditure visible for other partners.

6.2. Could you name a strong and a weak point of the INTERREG IIIC programme?

Strong (maximum 1000 characters):

INTERREG IIIC is an EU-funded programme that helps Europe's regions form partnerships to work together on common projects. By sharing knowledge and experience, these partnerships enable the regions involved to develop new solutions to economic, social and environmental challenges.

The programme was designed to strengthen economic and social cohesion in the EU by promoting interregional co-operation. With interregional co-operation between regional and other public authorities across the entire EU territory and neighbouring countries was promoted. It allows regions without joint borders as well as neighbouring countries ("old" and "new" Member States) to work together in common projects and to develop networks of co-operation.

The overall aim is to improve the effectiveness of regional development policies and instruments through large-scale information exchange and sharing of experience (networks) in a structured way.

Weak (maximum 1000 characters):

A weakness of the programme are missing instruments to guarantee the sustainability.

A running time of operation from 2 or 3 years is too short to develop effective and operating structures. A budget would make sense analogously to the "preparation cost" that the LP enables to undertake both: the proper project finish and reporting as well as measures for ensure of the sustainability after the end of project.

In the project 3-CIP a way was found to judge the look at the next funding period (see manual: action plan and follow up projects).

6.3. Are you or your partners considering project ideas for a future programming period? What are the issues? (maximum 2000 characters)

The partnership network will pursue the cooperation which was launched with the 3-CIP project under the motto "3 countries – 1 region" in the Economic Development Panel. The partners will continue, expand, and intensify their current cooperative efforts and platforms within the scope of available national resources as well as EU support measures.

Therefore the 3-CIP Project Partners agree to regularly inform one another about the shaping of the EU's structural policy for the period 2007-2013. They seek to use the support programs of the European Structural Funds specifically for projects to develop the joint economic region.

The following 6 projects are the main item of the common agenda:

- Business Development Panel
- Internet Portal www.3-cip.com
- Cross-Border Friendship Database
- Actions relating to branches and SMEs
- Scientific and academic support and guidance
- Further joint follow-up projects

The follow-up projects orientate themselves at aim 3. The Focus lies on the strategies of Lisbon and Gothenburg, growth and employment. The partners hope that the range for possible cooperation topics is not limited unnecessarily in the coming period.

6.4. How would you evaluate the programme implementation and what changes would you propose? (maximum 2000 characters)

Generally the INTERREG IIIC programme implementation was okay from the view of the Lead Partner and the Project Partners.

Generally more deregulation and debureaucratization are wished, however, for the future. It is feared that with the joining of the JTS the bureaucracy does not get lower.

Some partners wonder whether they would take part in such an operation once again in view of the bureaucracy. But there is big interest in projects in the context of aim 3.

6.4.1. Programme information and application (Information events, application pack and forms, consultations, availability of the JTS/MA etc)

(5 excellent, 4 good, 3 adequate, 2 poor, 1 very poor;)

5 4 3 2 1

Comments/proposals (maximum 2000 characters)

All program information and application pack and forms were available in the Internet as a download. Helpful were tools like INTERREG IIIC online communication tool kit. Newsletter and current information about news & events were offered regularly. We could publish also information about the operation 3-CIP as well as important regional events. Some documents were a little complicated in the handling. They should be simplified.

The offered information events were interesting and helpfully. They supplied a diversified range of differentiated meetings and workshops. This offered materials were a good help for the project management. But our budget was not suitable to take part in all events.

As a rule, the availability of the JTS/MA was given. General and individual consultations were possible any time with JTS/MA.

There was a very cooperative and constructive working together with our programme manager.

6.4.2. Approval, contracting, and start-up (Conditions for approval, lead partner seminar, subsidy contract, consultations etc)

(5 excellent, 4 good, 3 adequate, 2 poor, 1 very poor)

5 4 3 2 1

Comments/proposals (maximum 2000 characters)

All program information, application pack, forms and models of contracts were available in the Internet as a download.

Helpful were those tools like INTERREG IIIC online communication tool kit, newsletters and current information about news & events.

Some documents, however, were a little complicated in the handling, they should be simplified.

The offered LP seminars and other information events were interesting and helpfully. They supplied a diversified range of differentiated meetings and workshops.

The offered materials were a good help for the project management.

As a rule, the availability of the JTS/MA was given.

There was a very cooperative and constructive working together with our programme manager.

General and individual consultations were possible any time with JTS/MA.

6.4.3. Monitoring, implementation and finalisation (Reporting, consultations, workshops and seminars, payments, final report etc)

(5 excellent, 4 good, 3 adequate, 2 poor, 1 very poor)

5 4 3 2 1

Comments/proposals (maximum 2000 characters)

The cooperation with JTS/MA in monitoring, implementation and finalisation worked very well.

Good: the possibility of consultations in a clarification phase at all reports.

The periods of the payments seem too long. Smaller, economically weaker PP have great problems in the pre-financing. They could fulfill their tasks only restrictedly in time.

In monitoring, implementation and finalisation the project cooperation was complicated because the auditing in PL and CZ is carried out at a centralized national level. Often, the CZ and PL PP and their auditors did'nt meet the reporting deadlines. Furhtermore some differences consist in the invoice modalities, examination guidelines and in the auditing.

6.5 Any other issues / comments / suggestions? (maximum 2000 characters)

All Project Partners wish the continuation of the programme, his his main emphases and aims.

Continuity and sustainability are very important.

This is valid also with regard to the EU joining of further countries in the next EU funding period.

Activities should cover a wide range of themes cosely related to regional Development policy.
A broad spectrum for topics for co-operation of public authorities or public equivalent bodies.

General: The programme is suitable very well to support the European process of integration between "old" and "new" EU Member States.

The PP value very highly the possibility of involving the PI and CZ PP financially and relevantly already in front of EU enlargement.

7. Contact details

Please provide contact details for obtaining information about the operation after the official closure of the operation.

Institution: Saxony Economic Development Corporation
Address: Bertolt-Brecht-Allee 22
Postal code: 01309
Town: Dresden
Country: DE
Region : Sachsen

Contact person: Dr. Gerhard Kirkamm
Phone: +49 351 2138 371
Fax: +49 351 2138 119
Email: info@wfs.saxony.de
Website: www.wfs.saxony.de

Place, date:

.....
Name and title of the signatory

.....
Signature and stamp of the Lead Partner