

THE ECONOMIC PROMOTION MODEL

from Barcelona to the World

● City of Mexico
● Monterrey

● Medellin
● Bogota

● Quito

● Brasilia

● Montevideo



Ajuntament
de Barcelona

WHAT IS “FROM BARCELONA TO THE WORLD”?

This document constitutes an overview of the extensive international experience of the Area of Economy, Enterprise and Employment of the City Council of Barcelona, that has contributed to positioning the City Council of Barcelona as an international reference and to improve the competitiveness of the city, in fields such as: Support for entrepreneurship and the growth of SMEs, the employment and human capital programmes, the IT skills acquisition and diffusion programmes for the citizenship, professionals and companies, and the model of food markets and neighbourhood retail stores, and others to improve the competitiveness of the city.

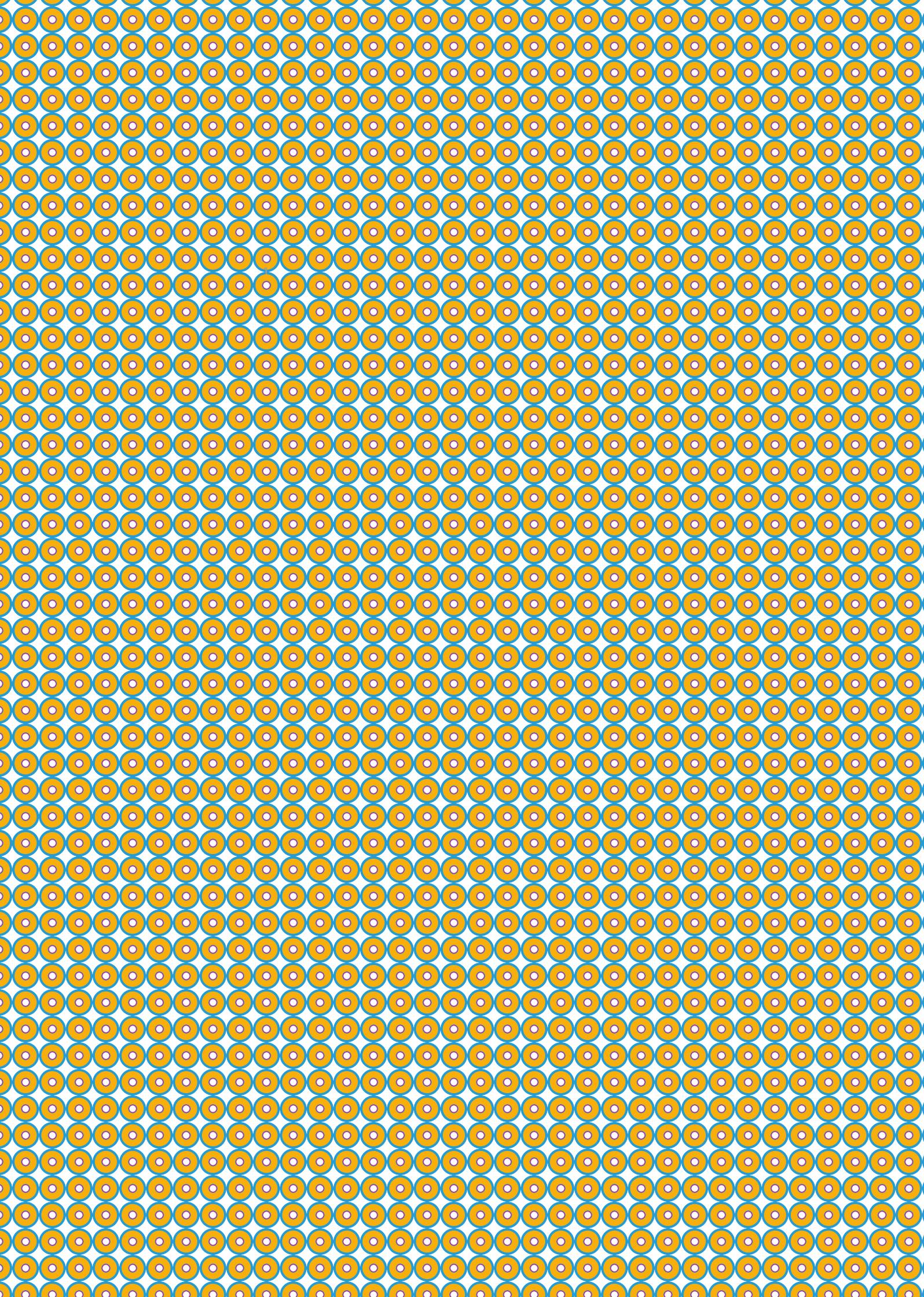
Here the reader will find a systematic and detailed description of the cooperation and technical assistance carried out in these fields, as well as the most relevant international cooperation agreements, recognition and awards received networks in which we participate, and the delegations from foreign institutions received over the past year by Barcelona Activa, the Local Development Agency of the City Council of Barcelona.

The document is aimed at institutions and citizens who want to find out more about the fields in which the Area of Economy, Enterprise and Employment of the City Council has carried out an intense international activity so as to create opportunities and position itself, thus becoming in this way a global benchmark and an active partner in the most relevant international networks.

With this goal, “From Barcelona to the World” aims to be the instrument that reflects the key elements of a model that has achieved successful results.

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1

INTERNATIONAL TECHNICAL ASSISTANCE AND COOPERATION PROJECTS

Cooperation between actors from different regions on the planet generates a multiplier effect in the scope, intensity, innovation and quality of the proposals that the involved institutions can offer to their citizens and enterprises to promote the progress of their cities and regions. In line with this philosophy, the Economy, Enterprise and Employment Area of the Barcelona City Council is actively involved in international cooperation projects.

The programmes, tools, resources and methodologies deployed by the Barcelona City Council to support entrepreneurship & business growth, to attract talent and FDI, to manage the city's human capital and to coach access to quality employment, to promote digital skills among citizens and SMEs, to promote the development of strategic economic sectors and the management and invigoration of the city's retail tissue and food markets, have received recognition at international level, becoming a benchmark for institutions in other countries to improve their own local development strategies.

Often as a result of direct contact with the modus operandi of Barcelona City Council's Area of Economy, Enterprise and Employment and its impact on the city, national and foreign institutions have requested the Barcelona City Council to design transfer and cooperation projects to implement and adapt programmes and/or methodologies developed by the Area of Economy, Enterprise and Employment of the Barcelona City Council in other regions.

These projects sorted by theme and geographic area are described hereinafter.

1.1. Entrepreneurship and Business Development

LATIN AMERICA

1. INFORMATION AND COMMUNICATION TECHNOLOGIES AS TOOLS TO PROMOTE AND SUPPORT MICROENTERPRISES

Programme

URBAL I

Promoter body / source of funding

European Commission – EuropeAid (European Commission International Cooperation Office)

Budget

1.026.981,70€

Period

April 2002 – March 2003

Project leader

Barcelona City Council – Barcelona Activa (Barcelona, Spain).

Barcelona Activa's role in the project was to lead and coordinate the production of a digital tool to help entrepreneurs in the creation of a business plan.

Partners

Municipality of El Bosque (El Bosque, Chile), San Javier (Bolivia), Huanchaco (Peru), Trelew (Argentina), ADESO – Social Development Association (Argentina), La Plata (Argentina), San Sebastian City Council (Spain), GISA Getafe Iniciativas – Getafe City Council (Spain), Murcia City Council (Spain), Bidasoa Activa (Spain).

Aims

The main aim of the project was to provide entrepreneurs in the partner cities with a multimedia tool to draw up business plans and so facilitate the creation of enterprises based on feasible business projects.

Actions planned

The project involved the generation of a multimedia online Business Plan application allowing entrepreneurs to autonomously create a business plan. This application played a decisive role in the introduction by Barcelona Activa in 2004 of a new entrepreneur support model based on a combination of digital content and tools for entrepreneurs, group training activities and an expert consultancy service delivered at an entrepreneurship centre equipped with ICT facilities.

Project development

The project was successfully implemented following on from a series of annual meetings between the cities and local partner development agencies, development of the aforementioned multimedia tool and dissemination and exchange of best practice in the field of public entrepreneurship support policies.

The development of the Online Business Plan application has been the result of a venture which has proved successful from its conception right through to implementation, along with testing of the tool in order to guarantee optimum functionality from the outset, and adaptation to the specific aspects of the enterprise environment in which each of the partners operates. It would be fair to say that for all the partners involved, the access to this innovative tool based on information and communication technologies has improved the effectiveness of the service they offer entrepreneurs.

The project has also allowed the partners to take part in a network of institutions which has proved a positive environment for the exchange of knowledge, dissemination of experience and exploration of other contexts and realities. As for Barcelona Activa, this leadership experience proved extremely positive, reinforcing its image as a flagship institution in the application of good practice and the management of European projects, quite apart from laying the cornerstones for implementation of its own mixed entrepreneur support model.

Project Outcomes

The project resulted in generation of a complete application (along with the corresponding management and administration manuals) to draw up business plans, facilitating an assessment of the viability of enterprise projects on the part of the partner bodies' technical teams, while also improving the skills of the technical teams themselves.

2. NEW TECHNOLOGIES AS A TOOL FOR THE CONSOLIDATION AND SUPPORT OF MICRO-ENTERPRISES

Programme
URBAL II

Promoter body / source of funding
European Commission – EuropeAid (European Commission International Cooperation Office)

Budget
1.026.981,70€

Period
2005 – 2007

Project leader
Barcelona Activa (Barcelona, España).

Barcelona Activa's role in the project was to lead and coordinate the enhancement of a digital tool to help entrepreneurs in the creation of a business plan, and the production of other three digital tools to produce swot analysis of business ideas, to self-assess and raise awareness on key entrepreneurial skills, and to design the growth strategy of microbusinesses.

Partners
Bilbao City Council – Lan Ekintza (Bilbao, Spain); Rome City Council (Rome, Italy); Autonomous City of Buenos Aires (Buenos Aires, Argentina); ADESO (La Plata, Argentina); Santiago Innova (Santiago de Chile, Chile); Municipality of El Bosque (El Bosque, Chile) and Municipal Office of Montevideo (Montevideo, Uruguay).

Aims
Foster entrepreneurial initiative through a package of multimedia tools to support the creation of enterprises and business growth in the local environments of the partners.

Actions planned

The project involved the creation of three multimedia applications and the improvement of a fourth application allowing both entrepreneurs with a business idea and those with a company which they are already founded:

- To gain an initial assessment of the business idea through the "Test Idea" application,
- To create their own independent business plan through a new, improved version of the "Online Business Plan" application,
- To identify, evaluate and improve their enterprise profile through the "Key Entrepreneurial Skills" application, and
- To reflect on managing the business, and how to draw up and pursue a business consolidation and growth strategy, through the "Strategic Growth Plan" application.

These applications contribute to the essence of the blended model to support entrepreneurs developed by Barcelona Activa, a model which can serve a substantial critical mass of entrepreneurship, optimising resources, improving efficiency and fostering personal autonomy of entrepreneurs themselves.

Project development

The project was successfully implemented following on from a series of annual meetings between the partner cities and the development of the multimedia tools. The annual meetings gave visibility to the project and lay the foundations for cooperation and the annual working plans; they also played the role of raising awareness the facilities, spaces and track record of the project partners through study visits and presentations. Ultimately, they represented the best way to exchange good practice and know-how.

These annual meetings were the perfect opportunity to work, debate and reach agreements about the applications which were to be generated. The project was based on an accurate analysis of the needs of entrepreneurs in the different contexts to a involved, in order to move on from this decision as to the applications which needed to be generated and/or improved, and the specific aspects they should cover. The project involves specialist companies which developed the applications and/or the content manager, providing greater interaction among those responsible for developing the products and the partners themselves. This in turn meant better development of the applications, with content fully aligned with the needs of the partners.

As a consequence, by the second annual meeting, in 2006, the first applications to be developed, "Test Idea" and a new version of the "Online Business Plan" tools, were already available, and received an extremely positive response from the partners. Over the course of the closing session the two applications which remained pending were presented: "The Keys to Enterprise" and "Strategic Growth Plan".

The most visible outcome of the project were the four applications developed.

These applications were the result of the considerable hard work performed from the point of conception up to implementation, including the testing of products with the aim of improving them and so giving them optimal functionality right from the outset, along with their translation to the partners languages and adaptation to the local needs of each of the partners. It would be fair to say that all for all the partners involved the access to this innovative tool based on information and communication technologies has improved the effectiveness of the service they offer entrepreneurs. In short, an extension and improvement of the services available in support of business consolidation and creation.

Of equal importance to the partners was their involvement in a network allowing them to learn about other institutions operating in the same sector, to exchange knowledge and experience and explore other contexts and realities, while also consolidating the project.

Project Outcomes

- 4 multimedia applications for the partners, flexible, sustainable and adapted to their respective local contexts, available in all the partners' languages (Catalan, Spanish, Basque Italian and also English, Arabic and Mandarin), and serving as tools to increase the effectiveness of their respective entrepreneurship and business development support services in their local contexts, increasing the chances of success of newly created enterprises.
- The partners shared experiences and projects connected with the provision of services and brought new technologies closer to individual entrepreneurs, thereby encouraging the micro-enterprises created to view the Internet as an essential tool in guaranteeing their survival.

3. BOGOTÁ EMPRENDE
(BOGOTÁ STARTS UP).
BOGOTÁ (COLOMBIA)

Partner institutions

Chamber of Commerce of Bogotá
and Mayoral Office of Bogotá

City, Country

Bogotá, Colombia

Cooperation format

Cooperation agreement in the
form of technical support

Period

2006 – 2008

Aim

Thanks to the technical assistance provided by Barcelona Activa, the Chamber of Commerce of Bogotá and the Mayoral Office of Bogotá could define and implement the Entrepreneurship Centres Bogotá Emprende (Bogotá Starts Up), following Barcelona Activa's successful blended model.

Actions planned

In order to achieve the aforementioned goals, the following activities were planned:

- A technical seminar or workshop in Barcelona.
- Three technical support visits to Bogotá.
- Transfer and installation of the Online Business Plan application.

Actions implemented

Cooperation with Bogotá began in June 2006 in the form of a technical seminar which took place in Barcelona. The purpose of the seminar was to work in partnership with Bogotá on drafting a consensus-based project and action plan for the implementation of an Enterprise Centre for the city of Bogotá. It was also intended to allow the participants to adapt Barcelona Activa's content to their reality.

The first technical support visit to Bogotá took place in September 2006. It had a twofold objective: assessment and feedback on the strategic plan for the Bogotá Emprende Entrepreneurship Centre prepared by the Chamber; review of the content and methodologies on which Bogotá was working for the development of its new centre's operations. Within the context of this first workshop in Bogotá, the Online Business Plan was installed, with comprehensive, practical training provided regarding its management and functions. The second technical support visit to Bogotá was staged in February 2007, with the aim of providing Bogotá Emprende with technical assistance in the implementation and consolidation of the Entrepreneurship Centre model.

The final technical visit took place in September 2008, the purpose on this occasion being to consolidate the Entrepreneurship Centre model and perform an overall assessment of its implementation, since by this stage the Bogotá Emprende Entrepreneurship Centre had been fully operational for two years.

Project Outcomes

- 2 Entrepreneurship Centres in the City of Bogotá using the entrepreneurship support blended model of Barcelona Activa. These centres have since their opening served over 38,000 users.
- Festival of Entrepreneurship with more than 4300 participants in 2009, following the model of the the Day of the Entrepreneur promoted by Barcelona Activa.

4. MEDELLÍN ENTREPRENEURSHIP PARK (COLOMBIA)

Partner institutions

University of Antioquia

City, Country

Medellín, Colombia

Cooperation format

Cooperation agreement for technical support

Period

2006

Background

In the context of a broad-based local development programme including proposals for a number of instruments to foster economic activity and employment with the aim of improving the quality of life of the citizens of Medellín, the City Council, together with other local and regional actors, lent their support in 2006 to an ambitious programme known as "Cultura E", intended to encourage a culture of enterprise. In the framework of this programme, the University of Antioquia, as the institution sponsoring entrepreneurship, signed a cooperation agreement with the Medellín City Council, leading on to cooperation with Barcelona Activa in terms of technical assistance in analysis and the transfer of methodologies to support entrepreneurship.

Aim

Thanks to the technical assistance provided by Barcelona Activa, consisting on support in the validation of programmes, instruments and methodologies and team training, the University of Antioquia implemented the Entrepreneurship Park in the City of Medellín, following Barcelona Activa's successful blended model.

Actions planned

- Presentation of the Entrepreneurship Park and Barcelona Activa case studies to the respective teams of the two parties, technical support offered by Barcelona Activa to Medellín for the analysis and transfer of entrepreneurship support methodologies implemented by Barcelona Activa in setting up the Entrepreneurship Park.
- Online follow-up for final validation of the project.

Activities undertaken

The actions planned in the agreement were implemented at a technical support workshop conducted in July 2007 by Barcelona Activa in Medellín, attended by the teams in charge of the programme at the University of Antioquia and Medellín City Council. The conclusions of the workshop were included in a report highlighting the interests of Medellín City Council and the University of Antioquia. Lastly, online follow-up took place in order to allow for adaptation of the blended model and experience of Barcelona Activa to the reality of the Medellín Entrepreneurship Park.

Project Outcomes

- Technical support workshop in Medellín to present to the managers of the Entrepreneurship Park the various programmes, instruments and methodologies validated by Barcelona Activa to foster and support entrepreneurship (Entrepreneurship Centre, multimedia applications such as the Online Business Plan and Test Idea and the business incubator).
- By February 2010 the Online Business Plan application had received almost 26,000 visits (a partial figure, as the counter was added from February 2008 onwards). The application involves 583 entrepreneurs and 64 consultants.
- The Test Idea tool had received almost 23,000 visits.

5. SKILLS

DEVELOPMENT AND
TECHNICAL SUPPORT
FOR THE MEDELLÍN
PUBLIC ENTERPRISE
FOUNDATION FOR
THE TRANSFER
OF THE ONLINE
BUSINESS PLAN
AND TEST IDEA
APPLICATIONS

Partner institutions

Medellín Public Enterprise Foundation

City, Country

Medellín, Colombia

Cooperation format

Cooperation agreement in the form of technical support

Period

2007 – 2008

Aim

Develop skills and provide technical support at the Medellín Public Enterprise Foundation (Medellín City Council) for the transfer of the Online Business Plan and Test Idea applications to support business creation and facilitate dissemination through the Cultura E Entrepreneurship support programme.

Actions planned

The undertakings given by Barcelona Activa in the agreement involved, among others, the following actions:

- Delivery of a Technical Support workshop in Medellín.
- Provision of technical support for the transfer of the "Online Business Plan" and "Test Idea" applications.
- Technical support on the implementation of the applications (online and telephone assistance).
- Training for technical and management staff at the Medellín Public Enterprise Foundation in the use and administration of the Online Business Plan and Test Idea applications.

Activities undertaken

The aim of the workshop which was staged in October 2007 in Medellín was to allow the managers of the Medellín Public Enterprise Foundation to explore in depth the various programmes, instruments and methodologies validated in Barcelona to foster and support entrepreneurship, specifically the "Enterprise Initiative Resource Centre" and the raft of multimedia applications to support business creation: The Online Business Plan and Test Idea.

Technical transfer support involved training given by Barcelona Activa to the technical and management staff at the Medellín Public Enterprise Foundation on the administration of the applications in question, while the Medellín Public Enterprise Foundation was able to use versions of the applications which had been duly updated and adapted to Medellín's local context.

Project Outcomes

- 2 digital tools to implement a blendel model to support entrepreneurship in Medellín within the context of its Cultura E programme, along the lines of the model used in Barcelona by Barcelona Activa.
- 236,913 people benefited from the Cultura E programme between its creation in 2004 and May 2010.

6. TECHNICAL SUPPORT
PROJECT FOR THE
CERNE PROGRAMME
(BRAZIL)

Partner institutions

ANPROTEC (Brazilian National Association of Innovative Enterprise Initiatives)
SEBRAE (Brazilian Micro-Enterprise and SME Support Service)

City, Country

Brazil

Cooperation format

Cooperation agreement for technical support

Period

2008 – 2009

Background

This agreement was signed in the framework of the national "Movimenta" programme promoted by ANPROTEC and SEBRAE, aiming to introduce and extend business creation services at Brazilian incubation facilities, thereby aiding their conversion into CERNEs (Flagship New Entrepreneurship Support Centres). Following on from the contact established and the visits to Barcelona Activa by representatives from ANPROTEC and SEBRAE, the institutions had the opportunity to work together through technical support offered by Barcelona Activa for the inclusion of the programmes, applications and methodologies of Barcelona Activa to support entrepreneurship and business growth as one of the good practices to be disseminated among those responsible for the Brazilian national business incubator and technology park network.

Aim

Provide the Brazilian institutions with methodologies and instruments to support business creation and incubation and business growth.

Actions planned

The cooperation began with a pilot action involving the managers of 25 business incubators associated with ANPROTEC and SEBRAE. Cooperation took the form of the actions described below:

- Working session at Barcelona Activa to draw up the concepts of the project.
- Productive seminar at Barcelona Activa for the managers of the incubators involved in the pilot scheme.
- Technical support and assessment seminar dealing with the implementation of methodology and instruments adopted in Brazil.
- Results analysis and assessment and drafting of a final report, all this performed by Barcelona Activa.

Actions implemented

Over the course of 2008 Barcelona Activa provided ANPROTEC and SEBRAE with technical support, organising one working session and one seminar for the managers of 25 Brazilian business incubators and technology parks, in Barcelona. The aim of the seminar, conducted in December 2008, was to present an in-depth view of the various programmes, instruments and working methodologies which Barcelona Activa has developed to encourage entrepreneurship and the growth and consolidation of businesses. The managers of the two institutions (ANPROTEC and SEBRAE) took advantage of the occasion to assess the applicability of the Barcelona Activa model in their respective incubation environments. It also served to allow the participants to adapt Barcelona Activa's content to their reality.

During the months of June and July 2009 representatives from Barcelona Activa travelled to Brasilia to deliver a technical seminar with a series of sessions for representatives from the incubators which had been involved in the previous seminar in Barcelona, in December 2008, in order to extend the analysis of certain programmes, tools and methodologies selected by the participants, and monitor their implementation in the new environment. A second introductory session on the methodologies

and programmes of Barcelona Activa to encourage enterprise initiative and business growth focused on a second group of 25 representatives from Brazilian incubators which had not been involved in the aforementioned prior seminar in Barcelona.

Project Outcomes

- As a result of this technical support Project, the CERNE centre model to be introduced at Brazil's Business Incubators and Technology Parks now includes within its range of services the tools and entrepreneurship and business growth support methodologies developed by Barcelona Activa.
- The two workshops staged in December 2008 and in July 2009 involved 27 Brazilian incubators.

7. KNOWLEDGE FACTORY (QUITO, ECUADOR)

Partner institutions

CONQUITO
Quito Metropolitan District Municipal Economic Development Agency

City, Country

Quito, Ecuador

Cooperation format

Framework Cooperation Agreement signed by Barcelona Activa, SPM SA and the CONQUITO Economic Promotion Corporation

Period

2007 - 2008

Aim

Definition and implementation of the Knowledge Factory (plans for a centre to promote entrepreneurship and the integration of new technology-based enterprises and digital dissemination and skills-building in the city of Quito).

Actions planned

In order to achieve the aforementioned aims, it was agreed that Barcelona Activa would provide Conquito with technical support, with the following actions being implemented for this purpose:

- Definition of an innovation space.
- Technical support workshop in Quito for the creation of a Resource Centre for entrepreneurs within the context of the Knowledge Factory.
- Skills development and technical support of the methodological and technological transfer of the Online Business Plan application.

Actions implemented

The first of the actions agreed, support on the "definition of an innovation space" involved consultancy provided by Barcelona Activa to Conquito on the concept building and transformation of an industrial facility owned by Conquito into the Knowledge Factory, equipped with consultancy services for entrepreneurs, business incubation and digital skills development services.

Two visits were staged in order to deliver effective consultancy:

One initial visit to Quito (February 2007) by Barcelona Activa to provide advice on concept building and to learn about the development of the plans to transform a former factory into the "Knowledge Factory"; and a subsequent visit (May 2007) by the architects appointed by Conquito who travelled to Barcelona in order to discover firsthand Barcelona Activa's various spaces and facilities.

The second of the agreed actions, the technical support workshop in Quito, was staged by a team of managers from Barcelona Activa. This workshop focused on the Conquito team responsible for implementation of the Knowledge Factory. The aim of the workshop was to offer in-depth knowledge of the various programmes, instruments and methodologies validated in Barcelona to foster and support entrepreneurship, in special the "Entrepreneurship Centre", and the range of multimedia tools to support business creation. This workshop was intended to provide participants with the keys allowing them to adapt the blended model to support entrepreneurship employed by Barcelona Activa to the Quito context and thereby to develop the project more successfully.

The third of the actions, transfer of the Online Business Plan application, took place in Quito during the technical support workshop. This transfer involved Barcelona Activa training the technical and management staff of Conquito in administration of the application, while Conquito was provided with a version of the application fully adapted to the local context in Quito for them to use.

Project Outcomes

- Knowledge Factory, an entrepreneur skills development service and business incubation facility employing the mixed enterprise initiative support model of Barcelona Activa.
- In 2009, 10,943 people visited the "Cibernario", while by May 2010, 14 companies had set up at the incubator.

8. INCREQUITO
INITIATIVE TO
STRENGTHEN
BUSINESS
DEVELOPMENT
SERVICES IN QUITO
(ECUADOR)

Partner institutions

ACCD–Catalan Development Cooperation Agency and ACC10, of the Government of Catalonia

Budget

86.287€

Period

2010

Project leader

Barcelona Activa SAU SPM

Partners

CONQUITO – Quito Metropolitan District
Municipal Economic Development Agency

Aim

The aim of the aid programme was to support development cooperation projects undertaken by Catalan business agents jointly with business organisations in certain developing countries and regions.

Actions planned

Through technical support sessions and seminars, Barcelona Activa assisted Conquito in the development of business growth support services. This involved the transfer of services to support the internationalisation of businesses, access to funding, management support and business cooperation.

The following phases were planned:

- Analysis of the context and the existing micro-enterprise and SME support services in Quito.
- Detailed analysis of the Barcelona Activa model and of its business development support programmes and services, focusing on 5 aspects: access to funding, business cooperation, support for internationalisation, business growth follow-up and assessment systems and the school for female entrepreneurs.

On the basis of the Barcelona Activa model, the services and programmes most suitable to Conquito were identified, in accordance with the local context in Quito and the specific aspects of the micro-enterprises and SMEs in the region. The two organisations reflected on the adaptation of the services identified to the new context. Methodological manuals were produced, and support offered during implementation.

Project Outcomes

- Prospective study on the current situation of the business development and support services provided in the city of Quito. This document contained all business creation support services and the main results of the service in quantitative terms. It also detailed all public and private services currently offered in Quito to support the development of micro-enterprises and SMEs, and their socio-economic impact. This study highlights the shortcomings detected both by the staff of Conquito and by its users.
- Catalogue of services identified as suitable for transfer to the context of Quito on the basis of the Barcelona Activa model. The 4 axes focused on services to support business cooperation, facilitation of access to funding, support for business internationalisation, follow-up for incubator companies and the school for female entrepreneurs.
- Methodological manual on business development services transferable to Conquito. This manual has helped the Pilot Scheme adapt to the specific features of the Metropolitan District of Quito, and will thus serve as support for Conquito staff in implementing the services.
- Implementation of the services identified: Pilot business development service scheme for companies in Quito.

9. CONTENT CREATION FOR THE WEBSITE SUPPORTING ENTREPRENEURS AND MICRO-ENTERPRISES OF THE ITESM (TECHNOLOGICAL AND ADVANCED STUDIES INSTITUTE OF MONTERREY) SOCIAL MICRO-ENTERPRISE INCUBATOR NETWORK (MEXICO)

Cooperation framework programme

Project ME-M1035 – development of micro-enterprise incubators, promoted by the Monterrey Technological and Advanced Studies Institute, in technical cooperation with the Inter-American Development Bank (IDB) and the Multilateral Investment Funds (MIF)

Promoter body / source of funding

IDB (Inter-American Development Bank)

Budget

109.670,02€

Period

2009 – 2010

Project leader

Barcelona Activa SAU SPM

Partners

Monterrey Technological Institute

Aim

Barcelona provided technical support on the conceptualisation, creation of materials, administrative strategy and design of a web portal for the ITESM (Monterrey Tech) intended to support the ITESM's Network of Social Micro-enterprise Incubators. The project included the transfer of multimedia applications to support entrepreneurs and training for technical staff from the ITESM in administration of the portal and the tools transferred.

Actions planned

In developing the project, Barcelona Activa employed the following methodology:

- Fact-finding mission by the Barcelona Activa team to explore the enterprise context in Mexico and the methodologies employed by Monterrey Tech's social incubators to create/adapt the content and tools covered by the project. Barcelona Activa mission to Monterrey.
- Concept building of content and multimedia applications (formats, structure) to be created and/or transferred.

- Content format proposal.
- Transfer of know-how and skills development for teams from Monterrey Tech in terms of content and methodologies to support entrepreneurs (seminar in Monterrey for the ITESM technical team).
- Online follow-up.

Actions implemented

The execution of the project has been conducted in 4 phases:

- Preparatory stage: this involved activities such as videoconferencing with the partner teams and a formal presentation of the Barcelona Activa proposal.
- Project conceptualisation: The ITESM team defined segments. Deliverables were also conceptualised, along with the beta version of the content tree for the web portal.
- Development of the ITESM's team's skills regarding the content and methodologies to support enterprise initiative, presentation of the initial version of the content tree and coordination with technological enterprise.
- Production and implementation of deliverables
- Coordination of the project and follow-up on its execution: technical and financial coordination of the project was performed, by telephone, online and in-person follow-up.

Project Outcomes

Upon conclusion of the project Barcelona Activa delivered the content tree, a process guide, the web page design guide along with technological recommendations regarding the portal, based on Barcelona Activa's experience with its own enterprise website, taking into consideration the features requested by Monterrey Tech.

**MEDITERRANEAN BASIN
AND AFRICA**

10. TECHNICAL SUPPORT ON THE CREATION OF A CONSULTANCY AND ENTERPRISE CREATION CENTRE FOR THE URBAN COMMUNITY OF MAARIF-CASABLANCA (MOROCCO)

Partner institutions

Barcelona City Council Civil Rights Commissioner
Urban Community of Maarif

City, Country

Urban Community of Maarif (Casablanca, Morocco)

Period

1996

Aim

Support the local authority in Maarif in setting up a centre to provide advice to unemployed young people wishing to undertake a self-employment enterprise project, in cooperation with Barcelona City Council's Civil Rights Commissioner.

Project development

Technical support for local project managers on the conceptualisation of the centre's resources (information service and consultancy, training capsules, authorisation of business projects).

Project Outcomes

This technical support resulted in the establishment of the Enterprise Creation Information and Advice Centre. The results are:

- Advice for 1008 projects, with 111 projects established (up until 2002).
- 80% of the entrepreneurs were men and the remaining 20% women.
- Under-30s, followed by the age group from 31 to 40, represent close on 80% of the enterprise projects.
- The most popular sectors of activity among entrepreneurs were industry and services. 537 service projects, 244 industrial projects, 77 from agriculture, 65 traditional crafts and 85 projects involving other activities.
- 29 training courses with 42 participants (8 marketing, 5 accounting, 7 taxation, 5 information technology, 1 banking products, 1 human resource management, 1 micro-enterprise management, 1 company law.
- 120 presentational events, in the form of talks and meetings with other organisations, information sessions at universities and training institutes.

11. STRENGTHENING OF THE SERVICE TO SUPPORT THE ENTERPRISE INITIATIVE IN CAPE TOWN (SOUTH AFRICA)

Partner institutions

Cape Town City Council

City, Country

Cape Town, South Africa

Period

2009 – 2012

Background

The cities of Barcelona and Cape Town signed a Framework Cooperation Agreement in November 2009 covering various working areas. One of these areas is the promotion of enterprise initiative and business development. Within this context Barcelona Activa provided Cape Town City Council with technical support and the creation of new instruments to promote entrepreneurship, serving to extend and strengthen the skills and strategies already in place in the various business incubation environments in Cape Town.

Aim

Provide Cape Town City Council with technical support in restructuring its business development and creation support service ecosystem, along with the transfer of methodologies and instruments to support the creation, growth and incubation of companies.

Actions planned

The following activities are planned with the aim of achieving this objective:
Analysis of the enterprise context in Cape Town

- Technical support for the Working Group from the Cape Town City Council local development agency to support entrepreneurs and SMEs.
- Workshop in Barcelona for the Cape Town team dealing with the transfer of knowledge involving programmes, tools and methodologies developed by Barcelona Activa to promote enterprise initiative and business development.

Activities undertaken

A delegation from Barcelona Activa traveled to Cape Town in October 2009 to examine in detail the content, methodologies, impact of the instruments currently deployed in Cape Town in support of enterprise initiative and business development.

During 2010 a Barcelona Activa delegation conducted a three-day seminar in Cape Town, meeting up with a working group from Cape Town to create a flexible network structure to coordinate the raft of institutions in Cape Town engaged in supporting enterprise initiative and business development.

In March 2011 a five-day training seminar was conducted at Barcelona for the Cape Town task force, dealing with the transfer of knowledge regarding the programmes, tools and methodologies developed by Barcelona Activa. The final stage of the project involves a meeting in Cape Town to evaluate the Barcelona Activa services implemented, and their initial results. Possible changes or improvements to the Cape Town website will also be analysed.

Project Outcomes

- Cape Town was provided with guidelines to set up a comprehensive and efficient entrepreneurship and business development support service in line with the specific needs of Cape Town's enterprise and SME environment.
- Online follow-up by Barcelona Activa of its progressive implementation.



TANGIERS
(p.47)

CASABLANCA

ALEXANDRIA
(p.65)

LUANDA
(p.65)

**CAPE
TOWN**

Projects and developments with african and mediterranean basin regions.

EUROPE

12. TECHNICAL SUPPORT ON THE USE AND IMPLEMENTATION OF THE INICIA PORTAL APPLICATION FOR THE GOVERNMENT OF CATALONIA

Partner institutions

Sub-Directorate for the Cooperative Economy and Enterprise Creation of the Department of Employment of the Government of Catalonia. Strategic Projects Department

City, Country

Barcelona, Spain

Cooperation format

Technical support contract for transfer of the Online Business Plan application

Period

2008 – 2010

Aim

Skills development and technical support for the Ministry of Employment at the Government of Catalonia on the transfer of the Online Business Plan application, with consultancy services for the creation of two web portals to support entrepreneurs, one for individuals and another for local authorities and their technical staff.

Development of technical support

Barcelona Activa provided the Government of Catalonia with technical support on the definition and creation of two websites to assist entrepreneurs within the Catalan Territory and help Catalan local authorities (providing services to such entrepreneurs). This technical support involved a two-part structure. The first was the creation of an entrepreneur support web portal.

Results of the support

Barcelona Activa created the portal platform, transferred and integrated multimedia tools and content from its portal, www.barcelonanetactiva.com, developed new features for the website, proposed a graphical design in line with the Government of Catalonia style guide, set up a technical team from Ministry of of Employment to use the portal tools and proposed needs in terms of hardware and software technology structure for the portal.

This was followed by the creation of a portal to support Catalan local authorities in assisting the technical staff at such bodies (local councils, local or district development agencies) providing advice and services to entrepreneurs across Catalonia. Barcelona Activa's technical support involved the transfer and integration of the management applications in place on the portal www.barcelonanetactiva.com, development of web functionalities and training for technical teams in the use of the portal and its applications.

13. CLUSTERS & CITIES NETWORK (CLUSNET)

Cooperation framework programme

INTERREG IV

Source of funding

European Commission – Directorate-General for Regional Policy

Budget

1.575.679€

Period

2008 – 2011

Project leader

Urban Community of Lyon (Lyon, France)

Partners

Barcelona Activa (Barcelona, Spain); Budapest City Council (Budapest, Hungary); Dortmund Economic Development Agency (Dortmund, Germany); Municipality of Eindhoven (Eindhoven, Netherlands); Gothenburg Enterprise Region (Gothenburg, Sweden); City of Helsinki (Helsinki, Finland); Economic Development and Employment Department of the City of Leipzig (Leipzig, Germany); Manchester Enterprises (Manchester, United Kingdom); City of Munich – Department of Employment and Economic Development (Munich, Germany); EUROCITIES (network of major European cities) and Stockholm School of Economics (Stockholm, Sweden).

Aims

The aim of the project was to improve the effectiveness of cluster support policies in the participating European regions. A network of partner cities strengthened the ties between European clusters to provide a cluster-to-cluster platform.

Actions planned

In order to achieve the project objective, the following activities were planned:

- Seminars: All seminars in the Clusters & Cities Network (Clusnet) project focus on an analysis of the creation and administration of the clusters visited, ending with a session focusing on administration of the project itself. A seminar was staged in each strategic environment of the cities, involving biotechnology, clean technology, media, design, engineering, mobility and creative industries.
- Staff exchange (of experiences): staging of a session to transfer academic methodology, seminars to identify best practice, programme of work exchanges, involvement in cluster support policy events. These exchanges were staged in the following cities dealing with a range of clusters:

City	Cluster
MANCHESTER	Media
LYON	Echotec and mobility
LEIPZIG	Biotech and Medtech
BUDAPEST	Mobility, medicine and packaging
GOTHENBURG	Creative industries
DORTMUND	NICT
HELSINKI	Digital content and another cluster to be selected by the visiting body
MUNICH	Biotechnology, engineering and satellite navigation
EINDHOVEN	Design and technology
BARCELONA	Biotech, design, creativity and institutional economic promotion architecture

Project development

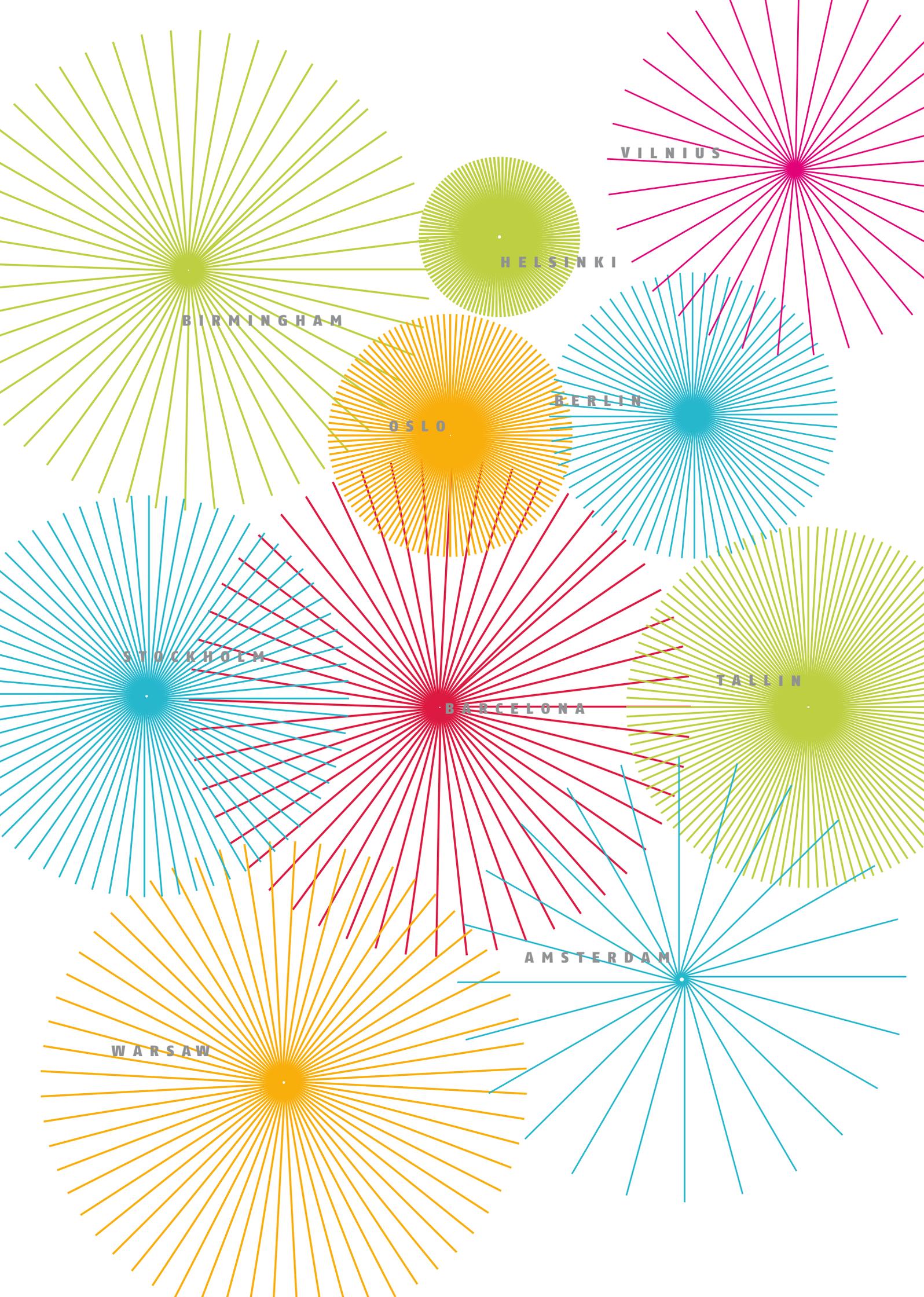
The following actions have been implemented within the context of the project:

Apart from the project launch meeting in Stockholm, in April 2009, seminars have been held in the project consortium cities:

- Manchester seminar (June 2009): Manchester MediaCity was visited and analysed as a case study. This is an initiative created as a result of the transfer of BBC head offices from London to Manchester. The project involves the University, the BBC, and the Manchester Regional Development Agency.
- Lyon seminar (October 2009): The Axelera clean energy cluster was visited and analysed. This cluster was set up on government initiative following a tender process for the creation of clusters. It groups together companies connected with eco-tech.
- Leipzig seminar (November 2009): The Leipzig biotech cluster was visited and analysed. This is a small-scale cluster, involving 35 companies from the biotech sector. It has so far been financed with European funds, and there are fears for its continued survival once these funds run out for Eastern Germany in 2013.
- Budapest seminar (March 2010): The cluster environment of Budapest was visited and analysed, within the context of the Hungary Pole programme, which has established a network of clusters throughout the country to generate different development focuses. Specific analysis of Hungary's mobility cluster.
- Barcelona Seminar (June 2010): the seminar focused on the local & Catalan design and innovation cluster, Barcelona Activa and the 22@Barcelona innovation district were also presented as a case study. Several institutions promote the development of this cluster in Barcelona (The Local Development Agency Barcelona Activa, BCD - Barcelona Design Centre -, FAD - Fostering Decorative Arts -, working in a public-private partnership scheme, in connection with the businesses and the local universities.
- Gothemburg Seminar: (September 2010): the seminar focused on the local biotech cluster and on bio innovation strategies. The seminar included a visit to outstanding biotech-oriented companies, universities, business schools and research centres.
- Dortmund Seminar (November 2010) the seminar focused on "cross Clustering" and included visits to the Biotech and Nanotechnologies tech parks, universities and research institutions.
- Helsinki Seminar (March 2011): the seminar focused on how to organize a Digital Services Clusters, based in the case study of Virium Helsinki, and how can this cluster provide innovation for public services.
- Eindhoven Seminar: (May 2011): the seminar focused on "Shared Facilities in an Open Innovation Ecosystem" which include the whole array of horizontal facilities, measures, initiatives, programmes and policies that are or can be used within a city region to support clusters.
- CLUSNET closing seminar in Lyon (October 2011): the seminar focused on the theme "Cities and Innovation Policy", and analysed the main project findings.

Project outcomes

- 9 seminars in the consortium's member cities (in other words, the headquarters of all the partners except from Munich, the Stockholm School of Economics and Eurocities), with an analysis session facilitated by the Stockholm School of Economics.
- 50 good practice policies identified, and 24 policies implemented to support the clusters.
- Project website, <http://www.clusnet.eu/> disseminating the project and its results.
- 10 contacts within the cluster and a final report setting out the best practice identified.
- All the partners for the Stockholm School of Economics and EUROCITIES (between 2 and 3 people involved per project partner) were involved in staff exchanges to foster the learning of best practices being implemented in the territories involved in the project.
- 40 technical staff members developed their knowledge and cluster management skills.



BIRMINGHAM

HELSINKI

VILNIUS

OSLO

BERLIN

STOCKHOLM

BARCELONA

TALLIN

AMSTERDAM

WARSAW

14. CREATIVE METROPOLES

Cooperation framework programme

INTERREG IVC

Promoter body / source of funding

European Commission – Directorate-General for Regional Policy

Budget

2.442.176€

Period

2008 – 2011

Project leader

Riga City Council (Riga, Latvia)

Partners

Barcelona Activa (Barcelona, Spain), City of Helsinki (Helsinki, Finland); Oslo Teknopol (Oslo, Norway); Tallinn City Council (Tallin, Estonia); Vilnius City Council (Vilnius, Lithuania); Hägersten-Liljeholmen District Council (Stockholm, Sweden); City of Warsaw (Warsaw, Poland); City of Birmingham University (Birmingham, United Kingdom); Amsterdam Innovation Motor (Amsterdam, Netherlands) and Department of the Berlin Senate for Economy, Technology and Women's Affairs (Berlin, Germany).

Aims

The aim of the project was to create a public support system for creative industries which functions in an appropriate, focused, flexible and efficient manner. This project made a contribution to sustainable development at the local, national and European levels.

Actions planned

To effectively implement this objective, a series of activities were planned:

- Exchange of experiences: creation of a directory of creative industry concepts, a map of creative industries, staging of meetings for the exchange of experiences, fact-finding visits to partner institutions and the generation of creative industry support strategies.
- Information and communication: creation of a website, newsletters, press releases, bulletins, collation of good practice and organisation of PR events.

Project development

By May 2010 5 seminars had been staged in the cities of Oslo, Berlin, Warsaw, Helsinki and Stockholm, with the aim of publicising the project, presenting good practice for the support of creative industries in the various cities which make up the partnership, and giving encouragement to networking among companies.

A study has been drawn up into creative industry support policies in the cities which make up the consortium, identifying noteworthy practice and good practice in all cities, dealing with issues such as the general institutional architecture supporting creative industries in each of the cities, business reinforcement measures, development of urban spaces and funding models, and measures to strengthen demand.

Project outcomes

- Dissemination of information and communication of the project through a newsletter, press releases distributed to the media in all the partner cities, and a Good Practice guide.
- Seminars to present the results of studies, with exchanges among the companies in the sector invited by the partners, and mutual learning.
- Experience exchange activities which will allow 11 cities and a total of 90 individuals, including politicians, municipal civil servants and representatives from the parties involved to take part in the events and also take decisions, make recommendations and devise effective and efficient policies to benefit strong and creative clusters, there by underpinning their contribution to economic development and employment.

15. DETECT-IT 2

Cooperation framework programme
6th Framework Programme**Promoter body / source of funding**

European Commission – 6th Framework Programme

Budget

1.658.324€

Period

2006 – 2008

Project leader

EBN – European Business and Innovation Centre Network (Belgium)

Partners

Barcelona Activa (Spain); Agrobiopôle Wallon (Belgium); Area Science Park (Italy); BEA (Belgium); BIC Lazio (Italy); BIC Ostrava (Czech Republic); BIC Twente (Països Baixos); BIC Warsaw (Poland); Henri Tudor Public Research Centre (Luxemburg); CICOM (France); CimArk (Switzerland); Coventry BIC (United Kingdom); CRIC (Spain); Eurexcel (United Kingdom); Fraunhofer TEG (Germany); Hermia Business Development Ltd. (Finland); Innostart (Hungary); Fundamental Technological Research Institute (Poland); Nantes Atlanpole (France); PERA (United Kingdom); ProTon Europe (Belgium); Southwest Technology and Enterprise (Ireland); Tallinn Technology Park Technopol (Estonia); BIC Frankfurt del Oder GmbH (Germany); ZUPA (Italy).

Aims

The aim of the DETECT-it 2 project was to increase SME involvement in the 7th Framework Programme of the European Union, preparing both Innovative Business Centres, incubators and their SME clients in order to derive the greatest benefit from this programme. The idea was to tackle some of the problems faced by SMEs when they attempt to take part in European research and development projects, and to help them understand the process and thereby encourage their participation.

Actions planned

In order for these objectives to be achieved, the following actions were taken:

- Focus the project on three key sectors in terms of the EU's R&D support policies: energy, biotech and information and communication technologies.
- Give resources a bottom-up focus in order to develop 7th Framework Programme projects by connecting regional clusters and specifically SMEs from the sectors involved.
- Consultancy and guidance delivered by a group of experts throughout all stages of the project. Structuring of top-down proposals (from the experts to the SMEs).
- Exploitation of the involvement of some of the best partners from DETECT-it 1
- Transfer of expert knowledge from clusters in older Member States to partners from the new Member States, candidate countries and other countries.
- Dissemination of activities.

Project development

In order to develop the planned actions a series of regional information and general training events were staged to prepare business support organisations and SMEs for the presentation of 7th Framework Programme proposals. Three seminars were staged in Barcelona to deal with training in the 7th Framework Programme, one focusing on the biotech sector, a second dealing with the ICT sector and a third generic event with specific sections dealing with the biotech, ICT and energy sectors.

Following on from these activities a website was also set up for the project, allowing all parties concerned to remain constantly updated on the stage of development of the project and the technical resources and opportunities available.

A database service was also set up for projects open to funding on the basis of the 7th Framework Programme, along with companies actively engaged in R&D. This facilitated the search for partners to organise 7th Framework Programme project proposals.

Likewise, in order to develop strong consortia for projects, "calls for partners" were often issued, providing contact with large numbers of bodies from among which the party most suitable for the project be presented could be selected. Technology transfer brokerage events were also staged for the same purpose.

Project Outcomes

In order to develop the Action plan a series of activities were organised, in particular a range of events staged throughout Europe. These included in particular:

- Creation of a database, accessible via the project website www.detect-it.org, containing projects open to FP VII funding and companies active in the field of R&D.
- 245 technology research and development centres, 132 organisations providing enterprise support, 31 big businesses and 802 SMEs registered. In terms of sectors, 34 of the SMEs operated in the field of energy, 49 in biotech and 74 ICT. As for the technology research and development centres, meanwhile, 9 focused on energy, 13 biotech and a further 13 ICT. This database allowed the bodies registered to post calls for partners in order to facilitate the creation of strong consortia.
- 192 ideas, 60% of which resulted in search partners. Most of the 107 search partners presented themselves as SMEs, in 90% of cases, rather than technology research and development centres.
- The 107 search partners received more than 1000 shows of interest via the Internet.
- 518 SMEs were involved in the 7th Framework Programme: 278 in the ICT sector, 141 in the field of the health and biotech, and 99 in the energy sector.

16. EUROFFICE SERVICES

Cooperation framework programme

Pro Inno Europe. Inno Actions

Promoter body / source of funding

European Commission – 6th Framework Programme

Budget

4.066.000€

Period

2006 – 2008

Project leader

CICOM, Sophia Antipolis, France

Partners

21 partners initially. The programme now has more than 60 members worldwide, located in cities in Spain (Barcelona Activa – Barcelona, Malaga and Asturias), Germany (Berlin, Munich, Bremen, Darmstadt and Garching), Belgium (Brussels and Namur), Bulgaria (Sofia, Gabrovo and Varna), Korea (Changwon and Gwangju and the Jeonnam Region), Denmark (Copenhagen), United States (Tucson), Estonia (Tallinn), Finland (Helsinki), France (Alpes Maritimes and Lille), Greece (Athens), Netherlands (Groningen), India (Tiruchirappalli, Bangalore, Calcutta and Noida), Ireland (Dublin), Italy (cheering, Venice, Asolo, Bologna, Naples, Padova, Palermo and Rome), Mexico (Monterrey), Poland (Gdynia), Portugal (Coimbra), United Kingdom (Edinburgh, Erith, Glasgow and London), Czech Republic (Brno), Romania (Timisoara), Sweden (Malmö and Stockholm), Switzerland (Innopark Switzerland and Zurich), Tunisia (Tunis), Turkey (Ankara), Chile (Santiago), China (Shanghai) and Cyprus (Nicosia).

Aims

EurOffice (EOS) was established with the aim of opening up international markets to innovative small businesses.

The idea was to make internationalisation feasible for micro-enterprises.

Actions planned

The key actions of the EOS network included in particular the presentation of a pack of integrated enterprise services intended for innovative companies in each of the network's partner environments aiming to access international markets. The services included in the pack covered:

- Soft Landing Services: because when a company begins the process of internationalisation it needs a soft-landing structure: offices, support for involvement in trade fairs, accommodation assistance, organisation of meetings and networking events, or information on possible locations.
- Networking services: to help newcomer enterprises to establish relationships with local institutions.
- Business Boosting Services: internationalisation training and consultancy services.

Project development

The EurOffice Network was consolidated by means of a series of meetings to establish the services which would be offered to companies. This then gave companies access to the same services, under the same conditions and quality standards, in each of the locations and at each of the institutions belonging to the network. The EOS Network members certified the services they offered by means of a certification procedure conducted by EBN.

Project Outcomes

- 274 entrepreneurs received services from Barcelona Activa, involving a total of 224 companies.
- 43 entrepreneurs made use of the soft landing services.
- 97 entrepreneurs made use of the networking services.
- 134 entrepreneurs took part in internationalisation preparation sessions.

By the end of the project, in December 2008, the EurOffice Network had some 80 members and had been extended to other countries outside Europe, such as India, China, Mexico and Chile.

17. INVESAT (BRIDGING THE GAP BETWEEN INNOVATIVE ENTERPRISES AND FINANCIAL INVESTORS IN THE EMERGING ICT MARKETS OF SATELLITE APPLICATIONS)

Cooperation framework programme

Europe Innova

Source of funding

European Commission Directorate-General for Enterprise and Industry

Budget

1.762.638€

Period

2006 – 2008

Project leader

EBN – European Business and Innovation Centre Network (Belgium)

Partners

Barcelona Activa (Spain); European Space Agency (Netherlands); Capital High Tech (France); JKIC – JOERG KREISEL International Consultant (Germany); TECHNOFI (France); D'Appolonia (Italy); International Communication and Multimedia Operations Centre (France); Hermia Enterprise Development (Finland); Hertfordshire Business Incubation Centre (United Kingdom); AREA Scientific and Technology Research Consortium, Trieste (Italy); HfB – Business, Finance and Management School (Germany).

Aims

The aim of INVESat was to stimulate private investments in companies generically referred to as belonging to the aeronautical sector (terrestrial observation, navigation, weather, geo-positioning and telecommunications), which have traditionally been overlooked by investors on the basis of a belief that the levels of investment required by such companies were particularly high.

Actions planned

In order to establish the goals set, the following working plan was established:

- Creation and coordination of a network to integrate a critical mass of key actors from the communities within the space and financial fields. To this end, seminars were staged in the cities of Brussels, Nice, Trieste and Barcelona.
- Collation of all data available and prior experience of various actors involved in ESINET and NAVOBS SMEs.
- Evaluation of the characteristics of the business model which will dictate the funding of innovation by investors in markets for GALILEO and GMES applications.

- Creation of forums where investors and entrepreneurs from the sector can meet. In order to facilitate this aspect a day-long meeting was staged in Brussels, along with another in Nordwijk, in the Netherlands.
- The validation of best practice and rules with the corresponding recommendations and publication of a guide to good practice employed by successful companies in the sector.

Project development

The project was developed by means of networking days featuring investors and entrepreneurs, conferences and workshops.

Project Outcomes

- Real case studies at 5 INVESat incubators where the specific guidance tools were applied.
- 65,000 visits to the wiki tool created for the project to provide business people with access to full documentation about the GMES and Galileo fields.
- 2 tutorials, one dealing with GMES and another navigation, including funding for innovation, successful business models, support for different actions focusing on entrepreneurs and incubators. The two manuals were published via the website, in hard copy and as reference material for the European Commission's GMES Space Unit and the GNSS Supervisory Authority.
- Networking among European SMEs, business owners and investors through the organisation of two investor forums.
- INVESat also aimed by means of skills development to achieve success in providing ESINET incubators with route maps to improve their flow of operations, to locate typical sector problems to be taken into consideration before supporting any business plan in the GMES and GNSS sectors:
 - 3 workshops organised for business case studies and exchanges of good practice (16 and 17 October 2006 in Sophia Antipolis, 23 January 2007 in Barcelona and 25 September 2007 in Trieste)
 - 2 training activities, structured with a larger panel of incubators and regional innovation bodies.
 - 140 members in the INVESat network: 60 incubators and regional innovation bodies; 53 and 20 of the SMEs with regard to financial investors
 - 60 European events throughout Europe in which the INVESat team was involved

18. EXE-MORE

Cooperation framework programme

Erasmus for Young Entrepreneurs (*Erasmus per a Joves Emprenedors i Emprenedores*)

Source of funding

European Commission. DG Enterprise & Industry

Budget

185.555,56€

Period

January 2010 – June 2011

Project leader

Friuli Innovazione Research and Technology Centre (Udine, Friuli-Venecia Julia Region)

Partners

Barcelona Activa (Barcelona, España), I3P Incubatore Imprese Innovative Politecnico di Torino (Turín, Italia), CICOM Organisation – Business Innovation Centre (Sophia Antipolis, Francia), Technology Park Liubliana (Liubliana, Eslovenia), ITD Hungary Zrt –Hungarian Investment and trade development Agency (Budapest, Hungría), IPN Association for Innovation and R&D in Science and Technology (Coímbra, Portugal), ICT Cluster Bulgaria (Sofía, Bulgaria), Agro Business Park (Tjele, Dinamarca).

Aims

Provide entrepreneurs and recently established companies with the chance of a stage at one of the companies in the environment involved in the project or other projects under the same programme. In terms of quantitative objectives EXE-MORE aims to support 50 exchanges. The ultimate aim of the programme is to provide the entrepreneurs and companies with tools to assist in their internationalisation, thereby encouraging business development and innovative enterprise.

Project Outcomes

- 20 matchings between young entrepreneurs and host companies, across the various environments in the partner cities.
- 50 mobility programmes successfully completed, with an average duration of 2.5 months and 96,919.35 EUR of subsidies allocated to the participants.
- Each partner facilitates between 5 and 6 exchanges.
- Initial level of content and information distributed to 4500 participants and a minimum of 800/900 new entrepreneurs, and 500 with a longer track record.
- Involvement of at least 90 new entrepreneurs, at least 15% of them women, equally distributed across the partners in the different countries.
- 70 potential long-term entrepreneurs (hostingentrepreneurs), likewise distributed across the partners in the countries involved, at least 30 of which were available to host participants from other partnerships.

19. TECHNICAL
SUPPORT
AND SKILLS
DEVELOPMENT
FOR THE
GOVERNMENT
OF ANDORRA
THROUGH
TRANSFER
OF THE ONLINE
ENTERPRISE PLAN

Recipient institution

Government of Andorra. Strategic Projects Department

City, Country

Andorra la Vella, Principality of Andorra

Cooperation format

Framework Cooperation Agreement
Transfer contract

Period

2006

Background

The government of Andorra and Barcelona Activa had started in a cooperation relationship established by means of a framework cooperation agreement signed in 2006, fostering joint efforts to promote the Entrepreneurship Project in the Principality of Andorra.

Aim

Technical support and skills development for the Government of Andorra through transfer of the Online Business Plan application.

Project development

Barcelona Activa organised and led a Skills Development Seminar in Barcelona in December 2006, along with technical support on transfer of the Online Business Plan application, a tool to support entrepreneurship. This seminar focused on technical and management staff from the Strategic Projects Department of the Government of Andorra. At the seminar itself an updated version of the Online Business Plan tool adapted to the Andorran context was presented.

Project Outcomes

As a result of this support, the Andorran Government now has in place a tool allowing it to deploy the blended model to support entrepreneurship of Barcelona Activa to its own territory, binding together a greater critical mass of entrepreneurs and improving the cost-effectiveness and efficiency of the Principality of Andorra's entrepreneurship initiative support service.

20. STRENGTHENING OF THE SERBIAN SME AGENCY

Partner institutions

Serbian SME and Entrepreneurship Development Agency
Subdirectorato General for the Mediterranean & Eastern Europe of AECID (Spanish Agency of Cooperation for Development)

City, Country

Belgrade, Serbia

Period

2005 – 2007

Background

Within the context of the process to reform and revitalise the business sector in the country, the Serbian SME and Entrepreneurship Development Agency was set up in 2001. The agency's central role is to support SMEs and thereby contribute to the economic development of the country and the promotion of job creation. The entrepreneur support service is the main focus of the institution's work.

Aim

The project's aim was that Barcelona Activa could coach the managing team of the Serbian SME Agency to improve the structural and functional weaknesses observed in the Serbian SME Agency in its first years of operation.

Actions planned

With the aim of improving the functioning and structure of the Serbian agency, the following activities were planned:

- Reorganisation of the Serbian agency's entrepreneurship support service, including new lines of action which could be developed.
- Creation of a "Entrepreneurship Advice and Support Guide", setting out all the services offered by the agency depending on the user profile, structured in accordance with the procedures to be followed.
- Skills training for staff at regional offices in the use of the guide, and public presentation of the publication. Dissemination of improvements to the agency's entrepreneurship support service among institutions and companies in the sector.

Actions implemented

A Seminar was delivered by management and technical staff from Barcelona Activa for a team of managers from the Serbian SME Development and Entrepreneurship Agency. The seminar took place in Barcelona in January 2007, the aim being to provide a thorough analysis of the methodologies, programmes and digital applications developed by Barcelona Activa to support enterprise initiative and entrepreneurial development.

Results

A Seminar was conducted by management and technical staff from Barcelona Activa for a team of managers from the Serbian SME Development and Enterprise Initiative Agency. The seminar took place in Barcelona in January 2007, the aim being to provide a thorough analysis of the methodologies, programmes and digital applications developed by Barcelona Activa to support entrepreneurship and business growth.

21. TECHNICAL ASSISTANCE ON THE CREATION AND DEVELOPMENT OF A BUSINESS INCUBATOR IN THE SARAJEVO ECONOMIC REGION

Partner institutions

SERDA – Development Agency for the Economic Region of Sarajevo
 AECID Spanish Agency for International Development Cooperation – Sub-Directorate-General for Cooperation with the Mediterranean and Eastern Europe

City, Country

Sarajevo, Bosnia and Herzegovina

Period

2004 – 2007

Background

Prior to 1992 the Sarajevo region had achieved a considerable level of development, with a broad range of large businesses, mainly in the pharmaceutical industry, food processing, vehicles, tobacco and engineering sectors.

In 2000, despite the huge efforts dedicated to the reconstruction of its infrastructure and support for the country's economic development, the material damage caused by the war and affecting industrial zones and large companies, along with the destruction of commercial networks, were still obstacles to economic regeneration. Within the context of the development of the Sarajevo region, with the support of the international community, 20 municipalities came together to achieve an improvement in the economic and social conditions in the region, setting up in the year 2001 SERDA, the Sarajevo Economic Regional Development Agency.

Given the absence of high-quality instruments to support job creation and micro-enterprises and SMEs, along with institutional support and local initiative, SERDA implemented plans to create and consolidate a business incubator in the Sarajevo Economic Macro-Region.

The project for creation of the incubator was borne out of a partnership between SERDA, AECID (the Spanish Agency for International Development Cooperation) and Barcelona City Council, through Barcelona Activa.

Aim

Support SERDA in the creation and administration of an incubator environment for micro-enterprises and SMEs in different sectors within the Sarajevo Economic Region.

Actions planned

Barcelona Activa provided technical support on the following aspects of implementation:

- Definition of spaces.
- Definition of profiles and tasks of the incubator management team.
- Training for the incubator management team
- Definition of the portfolio of services and the incubator's administrative methodology.

Actions implemented

Within the context of technical support, a Barcelona Activa team travelled to Sarajevo to assess in situ the process of adaptation of a building formerly employed for industrial purposes in line with its new role as a Business Incubator, while Barcelona Activa also organised and led a training seminar in Barcelona for the future Business Incubator management team.

Project Outcomes

- Formal opening of the Poslovni Business Incubator on 10 of May 2005, as confirmed in the most recent AECID report from 2008.
- By May 2010 24 companies had set up their, employing 125 people with a 100% rate of occupancy. Over the course of 6 years in operation, 115 companies have passed through the facility, 84 of which remain in operation.
- The micro-enterprises incubated there operate in the ICT, business consultancy, construction and financial sectors. Among its services, the incubator offers an entrepreneur training programme.

22. MED-KED
(MEDITERRANEAN
KNOWLEDGEBASED
ENTREPRENEURS-
HIP DEVELOPMENT)

Promoter body/Source of funding

European Commission – Directorate-General for Regional Policy

Cooperation framework programme

INTERREG IVB MED

Budget

1.233.957,86€

Period

2010 – 2013

Project leader

ASTER Regional Technological Development Agency (Emilia-Romagna, Italy)

Partners

Barcelona Activa (Barcelona, Spain); Province of Milan (Milan, Italy); Ljubljana Technology Park (Ljubljana, Slovenia); Sophia Antipolis Foundation, (Provence-Alpes-Côte d'Azur, France).

Aims

Promote knowledge-based entrepreneurship across the different regions involved, encourage an entrepreneurial profile and exploit the regions' potential. The aim is also to increase the involvement of stakeholders (government, research, industry, finance and support organisations) in drawing up public policy.

Actions planned

The actions planned for implementation of the project are as follows:

- Analysis of the regional entrepreneurial profile through a methodology developed on previous European projects. Involvement of regional stakeholders in order to give them an active role from the outset.

- Research, analysis and exchange of good practice: study visits will be prepared. A guide to good practice will be drawn up, with recommendations and a database of such good practice, along with one featuring the stakeholders.
- Definition of a knowledge-based entrepreneurship strategy for the long term and a Med cooperation action plan including a MED-Ked network and implementation of an action plan and a strategy for network sustainability.
- Pilot scheme as one of the actions planned under the action plan.
- Information, communication and capitalisation measures: The project will be publicised via the website, bulletins and conferences at both the European and national levels. A communication manual will be drafted, and two international conferences staged. The first of these, will present the pilot scheme and the MED network. The second conference, will serve to disseminate the project and the results of the pilot scheme and network development.
- Definition of a strategic and action plan for MED-Ked: The knowledge-based enterprise strategy will be defined. Drafting of the MED-Ked strategic plan. The regional strategy will be discussed with local actors, each partner organising a workshop in its own area with the aim of achieving consensus on the strategic plan. The regional strategic plans will then serve as the basis for creation of the MED-Ked plan. The process will conclude with an international workshop.

- The aim of the network is to link up the partners in order to release potential and exploit international synergies. Its functioning will be trialled through implementation of a pilot scheme. One target group for the action involves start-up and companies and SMEs.

Project Outcomes

- A project website where the end results can be consulted.
- A good Practice and a Stakeholder database, to be updated upon conclusion of the project.
- 15 common study reports, with the aim of combining strategies, tools and methodologies.
- 25 SMEs directly involved in international activities will take part in the project, along with 100 SMEs indirectly involved in the international activities.
- 4 international seminars and forums on existing policies and support schemes for the start up and growth of knowledge-based Entrepreneurship in the Mediterranean.

23. EMMA (ENTRE-
PRENEURSHIP
METHODOLOGY
MEDITERRANEAN
ASSISTANCE)

Promoter body / source of funding

INTERREG IVB MED

Cooperation framework programme

European Commission – Directorate-General for Regional Policy

Budget

1.244.023,33€

Period

2010 – 2012

Project leader

Umbria Regional Economic Development and Enterprise Service Support Department (Perugia, Italy)

Partners

Barcelona Activa (Barcelona, Spain); Sviluppumbria – Regional Corporation for the Promotion of Economic Development in Umbria (Umbria, Italy); Apid Impreditorialità Donna (Turin, Italy); Provincial Authority of Granada (Granada, Spain); Enterprise Department of the Prefecture of Achaia (Greece); Heraklion Local Development Agency (Heraklion, Greece); ADRAL Alentejo Regional Development Agency (Évora, Portugal); APME Portuguese Association of Women Entrepreneurs (Lisbon, Portugal).

Aims

Underpin the innovation capacity of SMEs headed by women and improve their presence on the national and international markets through the creation of a public-private international network to support female entrepreneurship in the legal field, access to credit, human resource management, use of ICTs, business consortiums and sustainable development.

Actions planned

In order to achieve the project objective, the following activities have been planned:

- International public-private roundtable: Joint planning of a public-private roundtable involving women from SMEs, their representative associations and regional authorities.
- Information and support office: creation of 4 offices (1 per partner country) to foster contact between women and the business fabric. 21 events will be staged to promote these offices. Tutorials will be held on access to national, regional and local structural fund credits, along with legal advice. Prior studies and SWOT analyses of the regions involved will be examined in order to improve the effectiveness of SMEs headed by women. Creation of joint guides setting out the results of the information offices.
- Organisation of 4 fair trade events in 4 national contexts, with a virtual conference linked to 6 local parallel and simultaneous initiatives in the regions of the project partners.
- Local initiatives: Each fair trade event will be accompanied by 6 local initiatives in the 6 different regions, with the aim of linking up women connected with SMEs and SMEs in general, through ICTs, allowing involvement on the part of actors in the 7 different regions of Europe in a debate to deal with shared problems. Between 40 and 50 women connected with SMEs are expected to take part, and as many as 60 SMEs in general, along with various political figures visiting the local initiatives.

Project Outcomes

The plans are for the creation and development of an international, multilateral network, including entrepreneurial women, local authorities and SMEs.

- 4 international trade events connected by ICTs and other national events.
- 7 guidance points, intended to develop the skills of women-led initiatives, in particular in the fields of innovation, sustainable development, access to credit, international trade and management.
- New legal context, and increased skills among female business leaders, thereby extending and diversifying the international market open to SMEs run by women.

24. TECHNICAL
SUPPORT FOR
USING AND
IMPLEMENTING
THE ONLINE
BUSINESS PLAN
IN TERRASSA CITY
COUNCIL

Partner institution

Foment de Terrassa, S.A

City, Country

Terrassa, Spain

Cooperation format

Technical support contract

Period

First quarter of 2006

Aim

Technology transfer for the Online Business Plan for the exclusive use within the institution's own computer systems and within the area of competence relating to the municipal local economic promotion company.

Development of technical support

Barcelona Activa offered its technical support services to Foment Terrassa S.A. across three phases: technology infrastructures, upgrades to the application, and transfer of software and contents.

Results from the support services provided

Barcelona Activa drew up the technological specifications protocol required for integrating the Online Business Plan. Barcelona Activa also analysed the current functionality of the Online Business Plan and included improvements in order to produce an updated version of the application. During the transfer phase, three training sessions were given on managing the tool, users, content and methodologies, run by Barcelona Activa technical staff for the client organisation personnel.

25. TECHNICAL SUPPORT FOR USING AND IMPLEMENTING THE ONLINE BUSINESS PLAN WITHIN MATARÓ CITY COUNCIL

Partner institution

The Municipal Economic Promotion Institute of Mataró

City, Country

Mataró, Spain

Cooperation format

Technical support contract

Period

First quarter of 2006

Aim

Technology transfer for the Online Business Plan for the exclusive use within the institution's own computer systems and within the area of competence relating to the municipal local economic promotion company.

Development of technical support

Barcelona Activa offered its technical support services to Foment Terrassa S.A. across three phases: technology infrastructures, upgrades to the application, and transfer of software and contents.

Results from the support services provided

Barcelona Activa drew up the technological specifications protocol required for integrating the Online Business Plan. Barcelona Activa also analysed the current functionality of the Online Business Plan and included improvements in order to produce an updated version of the application. During the transfer phase, three training sessions were given on managing the tool, users, content and methodologies, run by Barcelona Activa's officers for staff of the client organisation.

26. TECHNICAL SUPPORT FOR USING AND IMPLEMENTING THE ONLINE BUSINESS PLAN FOR PLA DE L'ESTANY REGIONAL COUNCIL

Partner institution

Pla de l'Estany County Council

City, Country

Banyoles, Spain

Cooperation format

Technical support contract

Period

2006 – 2007

Aim

Technology transfer for the Online Business Plan for the exclusive use within the institution's own computer systems and within the area of competence relating to the municipal local economic promotion company.

Development of technical support

Barcelona Activa offered its technical support services to Pla de l'Estany Regional Council across three phases: technology infrastructures, upgrades to the application, and transfer of software and contents.

Results from the support services provided

Barcelona Activa drew up the technological specifications protocol required for integrating the Online Business Plan. Barcelona Activa also analysed the current functionality of the Online Business Plan and included improvements in order to produce an updated version of the application. During the transfer phase, three training sessions were given on managing the tool, users, content and methodologies, run by Barcelona Activa technicians for staff of the client organisation.

27. TECHNICAL SUPPORT FOR USING AND IMPLEMENTING THE ONLINE BUSINESS PLAN IN GISA (GETAFE)
- Partner institution**
GISA, Sociedad Municipal Getafe Iniciativas, S.A.
- City, Country**
Getafe, Spain
- Cooperation format**
Technical support contract
- Period**
2006 – 2007
- Aim**
Train, update and provide support during the transfer of technology of the upgraded version of the Online Business Plan application for the exclusive use within the institution's own computer systems and its area of jurisdiction as a local development agency for the municipality of Getafe (Madrid).
- Development of technical support**
Barcelona Activa transferred the improved version of software contents and the Online Business Plan application through a training session for staff of GISA, in order to demonstrate changes and new functionality incorporated for managing the updated tool. They were also given a copy of the application on a CD including the installation manual, administrator, content management and user management.
- Results from the support services provided**
Barcelona Activa trained GISA staff and transferred the improved version of the Online Business Plan application.



1.2. Employment and Human Capital

LATIN AMERICA

<p>1. STRENGTHENING OF THE DEPARTMENT OF EMPLOYMENT POLICIES OF THE MUNICIPALITY OF THE BOGOTÁ CITY COUNCIL</p>	<p>Source of funding Inter-American Development Bank (IDB)</p>	<p>Actions implemented As part of developing these activities, Barcelona made two field trips to Bogota. These were supplemented by online support to ensure proper monitoring throughout the whole project. The first visit to Bogota was in February 2007 and involved the following: looking at the administrative reform for the Bogota area; creating a "Secretariat for Economic Development"; presenting a general outline of employment programmes for Bogota City Council; visiting the "Puente de Aranda" ULDE (local business development unit; making presentations on Barcelona Activa and Barcelona Activa's Professional Development Centre, Barcelona Activa's employment programmes, and the main management tools used to deploy active employment policies in Spain.</p> <p>The second visit to Bogota was in July 2007. The programme focused on presenting and handing over the documents that Barcelona Activa had produced for each main working area. The opportunity was also taken to present and provide examples of Spain's employment policies.</p>
	<p>Budget 35.347,8€</p>	
	<p>City, Country Bogota, Colombia</p>	
	<p>Cooperation format Consulting contract</p>	
	<p>Period 2006 – 2007</p>	
	<p>Background Based on the general knowledge gained from having experience in Spain with regard to tackling unemployment in the 1980s, and experience from decentralising active employment policies out to the Spanish autonomous regions and nationalities and some city councils, Bogota City Council identified Barcelona Activa as a benchmark in terms of designing and implementing such active employment policies.</p>	
	<p>Aim Produce the design for an institutional model for planning, coordinating and executing the employment policy within the Bogota area.</p>	
	<p>Actions planned Strategic advice for strengthening the economic institutions of the Bogota area. The commitment was manifested in the following core areas:</p> <ul style="list-style-type: none"> • Public/private alliances as a strategic aspect of inter-institutional cooperation. • Incorporation of social clauses into municipal contracts. • Support model for accessing financing and capital for entrepreneurs (Barcelona Activa model). • Centralisation/decentralisation model as part of providing business and employment services (Barcelona Activa model). 	

Project Outcomes

The study work done by Barcelona Activa as part of this project helped to drive the setting up of the Secretariat for Economic Development within the plan of activities for implementing employment policies in the Bogota area.

**MEDITERRANEAN BASIN
AND AFRICA**

2. SUPPORT FOR SELF-EMPLOYMENT IN THE DISTRICTS OF DRADEB AND AÏN-HAYANI IN THE CITY OF CHALLENGES, MOROCCO

Source of funding

Barcelona Solidaria, Barcelona City Council

Budget

18.000€

City, Country

Tangiers, Morocco

Project leader

Aïn Hayani Association (Tangiers, Morocco)

Partners del projecte

Commissioned by the Barcelona City Council Civil Rights, IBN Batuta Association, Barcelona, Dradeb Aïn Hayani Association, Tangiers. The Adreb Aïn Hayani association also has partnerships with AECL, CODESPA, Barcelona City Council, IBN Batuta Cultural Association, Al Rissala Association, Centre de Sante Urbain Dradeb, Ass-des parents of pupils of Sokaina, Ass-des parents of pupils of Kadi Ayad and Caravana Humanitària of Barcelona.

Period

2002 – 2003

Aim

To promote economic development in the city of Tangiers by training disadvantaged collectives in the Dradeb and Aïn Hayabi neighbourhoods in order to increase chances of getting into work and supporting the creation of micro companies.

Project development

The following activities were carried out in 2003:

- Training a local company-creation specialist.
- Training the trainers: Initially, through the IBN Batuta Association, contact was established with the Dradeb Aïn Hayani Association in order to define the trainers' profile. They needed to be related to tourism and business and understand English, French and Spanish. Following this, the features of the course that these trainers would need to give were defined.

- Visit to Tangiers: Having identified the profiles, a member of the ASCIB went to Tangiers to meet the selected specialists in charge of the training activities. In February 2003, a three-day visit was made to the association headquarters and the neighbourhoods in which the work was to be carried to observe the association's activities (training activities for women and children).
- Placement with Barcelona Activa and Barcelona Tourism: Also in February 2003, two professionals from the Dradeb Aïn-Hayani Association (ADA) did an exchange involving a week-long technical training placement at Barcelona Activa and Barcelona Tourism in the local development and business creation area.

Project Outcomes

The results from these technical support activities included the following:

- Support for 3 business projects in the areas of patisserie, graphic arts and textiles.
- 15 new jobs created.
- The majority of the entrepreneurs from the supported projects were women, and represent 73% of the projects. 27% of the women were illiterate.
- Occupational patisserie course for 12 women, 420 hours duration.
- Placement for two professionals with Barcelona Activa and Barcelona Tourism.

EUROPE

3. TECHNICAL SUPPORT FOR THE USE AND DEPLOYMENT OF A DIGITAL PLATFORM OF PROFESSIONAL GUIDANCE AND DEVELOPMENT WITHIN THE MINISTRY OF LABOUR AND IMMIGRATION OF THE GOVERNMENT OF SPAIN

Recipient institution

Spain's Public Employment Service

City, Country

Madrid, Spain

Cooperation format

Contract granting use of the Porta 22 multimedia platform

Period

2009 – 2010

Aim

Granting to the Spanish Employment Service the right to use the Barcelona Activa's digital platform of professional guidance and development.

Development of technical support

Barcelona Activa trained staff of the Spanish Employment Service and produced a manual for the installation and management of the Barcelona Activa's digital platform of professional guidance and development.

Results from the support services provided

Barcelona Activa granted the right to use Barcelona Activa's digital platform of professional guidance and development, provided coaching during the transfer process, updated the digital platform's contents, delivered the platform's installation and management manual and organised three training sessions for the staff.

4. TECHNICAL SUPPORT FOR THE USE AND DEPLOYMENT OF BARCELONA ACTIVA'S DIGITAL PLATFORM OF PROFESSIONAL GUIDANCE AND DEVELOPMENT WITHIN BIDASOA ACTIVA
- Recipient institution**
Bidasoa Activa
- City, Country**
Irún & Hondarribia municipalities (Bidasoa Txingudi County), Spain
- Cooperation format**
Contract granting the use of Barcelona Activa's digital platform of professional guidance and development.
- Period**
2006 – 2010
- Aim**
Granting Bidasoa Activa the non-exclusive and non-transferable right to use Barcelona Activa's digital platform of professional guidance and development.
- Development of technical support**
Barcelona Activa provided technical support to Bidasoa Activa through three deliverables first the delivery of the digital platform on DVD support, three years later an updated version of the digital platform was delivered to Bidasoa Activa, finally a methodological manual to use and manage the digital platform was delivered.
- Results from the support services provided**
Barcelona Activa defined the technological requirements for the installation of its Digital Platform of professional guidance and development within the information systems of the recipient institution, all the features of the digital platform were re-designed and enhanced and a new block of contents for vocational training of secondary education and higher education students was created for its integration in the digital platform.

<p>5. TECHNICAL SUPPORT FOR THE USE AND DEPLOYMENT OF BARCELONA ACTIVA'S DIGITAL PLATFORM OF PROFESSIONAL GUIDANCE AND DEVELOPMENT WITHIN IMPEM (CITY OF MARATO'S MUNICIPAL INSTITUTE OF ECONOMIC PROMOTION)</p>	<p>Recipient institution IMPEM (Municipal Economic Promotion Institute of Mataró)</p> <p>City, Country Mataró, in Catalonia (Spain)</p> <p>Cooperation format Contract granting the use of Barcelona Activa's digital platform of professional guidance and development.</p> <p>Period 2006 – 2008</p>
	<p>Aim Granting IMPEM the non-exclusive and non-transferable right to use Barcelona Activa's digital platform of professional guidance and development.</p>
	<p>Development of technical support Barcelona Activa provided technical support to IMPEM Activa through three deliverables: first the delivery of the digital platform on DVD support together with a methodological manual to use and manage the digital platform, three years later an updated version of the digital platform was delivered to IMPEM.</p>
	<p>Results from the support services provided Barcelona Activa transferred the right to use Barcelona Activa's digital platform of professional guidance and development, provided advice during the transfer process, updated the platform's contents and features and conducted training sessions for the IMPEM staff.</p>

1.3. Digital Dissemination and Skills Development

LATIN AMERICA

1. @LIS-
CIBERNÀRIUM:
TEACHING
ENVIRONMENTS
FOR DIGITAL
DISSEMINATION
AND SKILLS
DEVELOPMENT
(EUROPE AND
LATIN AMERICA)

Cooperation framework programme

@LIS (Alliance for the Information Society)

Aim

To promote the Information Society and combat the digital divide in Latin America.

Promoter body / source of funding

European Commission – Europaid (International Cooperation Office)

Budget

3.543.962,72€

Period

2004 – 2007

Project leader

Barcelona Activa (Barcelona, Spain)

Partners

Sao Paulo City Council (Brazil); Porto Alegre City Council (Brazil); Quito City Council (Ecuador); Maule Activa Corporation (Maule Region, Chile), David City Council (Panama), Brussels Region (Belgium), City of Tampere/Tampere Polytechnic (Tampere, Finland); and San Sebastian City Council (Spain).

Aims

- The aim of the project was to develop local innovative strategies that would help to contribute to the reduction of the digital divide in Europe and Latin America and the development of the knowledge society.
- The aim was to make good use of the experience of more than five years of Barcelona's Cibernàrium in tackling the challenge of the digital divide in Barcelona to do the same in Latin America and successfully convey the idea that new technologies can expand opportunities for professional and personal development.

Actions implemented

The project covered the development in each of the partner organisations of the following:

- Physical space – CyberSpace.
- Multiple internet spaces for offering training and skills on how to use new technologies.
- Virtual space – CyberWeb.
- Technology platform for offering content and services to citizens and the ability to exchange and develop relationships between nine partner cities.
- Television space – CyberTelevision
- Television programme to bring the potential of ICT to a greater number of people and arouse their interest in making changes in line with the knowledge society.

Project development

The project was materialised through yearly technical meetings and through the development of specific products. The first was held in every 2004 at Barcelona Activa and the San Sebastian local development agency. The second was held in Quito in 2005, and the third, in 2006, took place in the Maule region. Training meetings were also organised for trainers in Brussels and Tampere.

In parallel with the meetings, products were developed (audiovisual materials, adverts and TV programmes, website, simulators, promotional materials) which were delivered to the partners as they were completed so that they could include them in their portfolio of services.

One of the most significant events in the first year was the public presentation of the Porto Alegre, São Paulo, Tampere and San Sebastian CyberSpaces. The second year of the project, 2005, saw the inauguration of seven fully equipped Cibernàriums within the partners' different environments. By 2006, nine Cibernàriums were open – one in each of the project's partner cities. In some of the cities, work had even been started on the construction of a second Cibernàrium (using in-house resources), something that demonstrates the success of the project.

Events and meetings were organised in order to increase awareness of the project. These included the following: The 3rd Ministerial Forum on the Information Society between Latin America, the Caribbean and the European Union, where the results from the project were presented on an information stand (Rio de Janeiro) (2005); and meetings with @lis project coordinators (Quito, 2004) (Panama, 2005), (Lisbon, 2006).

In line with these events, in 2006 the European Union organised an @lis Day, to celebrate and promote cooperation between Europe and Latin America on the subject of the Information Society, with the aim of strengthening existing links between both continents. The Barcelona Cybernarium was included in the event. The project was closed in Sao Paulo and Porto Alegre at the end of 2006. The meeting was scheduled jointly with the event to launch the Vit@lis Brasil network (an initiative to provide perspectives for the future of the project through a platform of debate and discussion).

As a whole, the objectives were extensively exceeded. Not only was a wide range of tools, content and methodologies created to give citizens greater opportunities for development in the context of the knowledge society, but the impact in terms of digital skills was extended to such an extent that 12.5 million people are estimated to have benefited directly.

While the project was being run, interest was raised among a number of institutions (universities, television channels, businesses and so on) through which partnerships, strategic alliances and collaboration agreements were established.

Project Outcomes

- 9 Cybernariums (one for each of the project's partner cities).
- “@lis Cybernarium Pack”, covering more than 200 different types of content developed by the project as well as an explanation guide to the project, the Cyberspaces and products. This pack of contents for digital dissemination and skills development consists of 4 main tools (1 management software, 1 browsing software, 1 tool for building the CyberWeb and 1 methodology for creating a contact centre); this has been translated into four official languages: Spanish, French, English and Portuguese. As part of carrying out the activities to raise awareness of technology, 170 promotional audiovisual materials were produced using testimonies from Europe and Latin America, 10 programmes for the “Global – Local” television series, 6 teaching applications, a simulator for using the internet, 6 e-learning multimedia materials and a train-the-trainers course.
- 12.5 million people directly benefited from the project.

2. NUEVO ARCO IRIS CORPORATION (COLOMBIA)

Client institution

Nuevo Arco Iris Corporation

City, Country

Bogota, Colombia

Cooperation format

Agreement to grant the use of contents and teaching materials for technological dissemination and skills development of the Cybernarium.

Period

2007 – 2009

Background

In 2007, the Nuevo Arco Iris Corporation was developing the "Telecentre Programme" for development of local communities in Colombia, Costa Rica and Nicaragua. The general objective of the programme was to create a model of local development telecentres that can be replicated and are self-sustainable, with the aim of minimising the digital divide that exist in poor communities within the countries mentioned.

Aim

To help the corporation use the teaching materials and content used in the "Introduction to the Internet" workshops and capsules organised by the Cybernarium digital dissemination and skills development centre at Barcelona Activa.

Technical support approach

Providing 19 teaching materials and content of value to the Nuevo Arco Iris Corporation, used in the introductory workshops and capsules and which form part of the quarterly activities of the Barcelona Cybernarium.

These include the following:

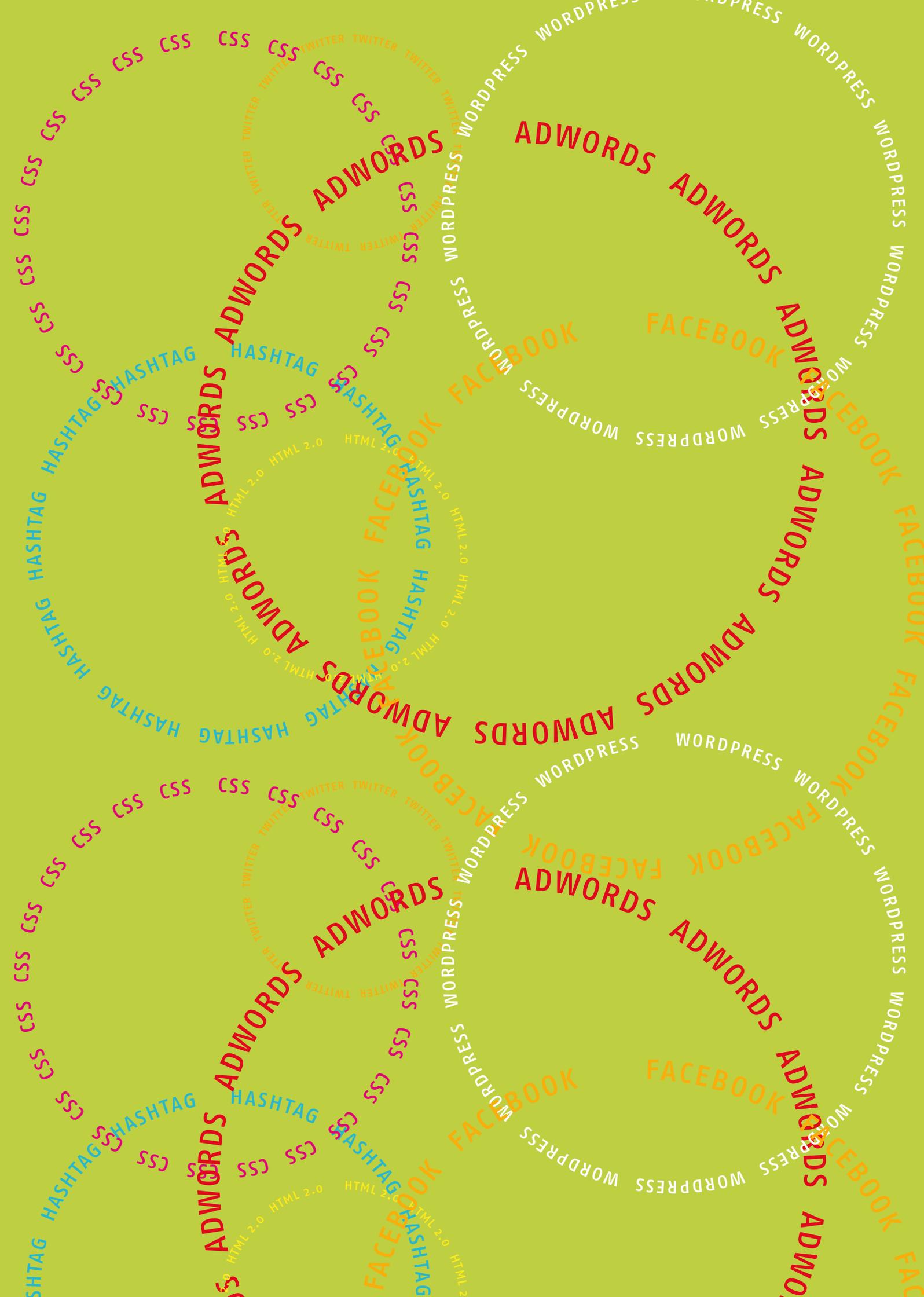
- Introduction to using a computer – designed to explain how a PC and Windows function.
- What is the internet? Starting to browse the web – An introduction to the World Wide Web and how to browse.
- Further web browsing – Understanding the main features of a website and practising browsing through different types of websites.

- Searching for information – Understanding how search engines work in order to easily find work and the information that you need via the internet.
- Setting up your own e-mail account – Learn how to create your free e-mail address.
- You've got e-mail: practising with e-mails – How to use web-based mail. Discover all the possibilities from having your own e-mail account.
- Save space: compressing and decompressing files – For sending files that take up a lot of memory by e-mail without overloading your server or your recipient's e-mail box.
- Downloading programs and files from the internet – Learning how to download programs and useful resources from the web to your computer.
- Practice using the keyboard and mouse – Learn how to use the basic tools of your computer.
- Learn how to use a computer – Become familiar with a PC and improve your skills using the keyboard.
- Make sure you're protected: security and your computer – Protect yourself against viruses, spam and other threats to your equipment's security.
- Chat over the internet: videoconferencing, messaging and IP telephony – Learn how to communicate with instant messaging tools, hold videoconferences and make telephone calls from your computer.
- Choosing your computer – What you need to know when choosing the right computer equipment for your requirements: technical aspects and criteria regarding usefulness.
- Take part in the internet: forums, chats and blogs – Practice using the different tools for exchanging information online. How they work and what they are for.
- Internet-based offers of work – How to use the online job boards and other resources for looking for work over the internet.
- Sources of information on the internet – Learn how to get around portals, virtual communities and areas for exchanging information.

- Buying over the internet: products and consumer rights – Answer your questions about electronic commerce and learn how to shop safely.
- Find work over the internet: create your digital CV – Learn how to structure your CV and what you need to bear in mind to send it over the internet.
- How to plan your holidays over the internet – Search the internet for the best travel deals, compare prices and book your trip without leaving your desk.

Project Outcomes

The teaching materials for technology dissemination and skills development were used to run introductory training courses on using the internet and the Network of Telecentres promoted by the Nuevo Arco Iris Corporation in Colombia.



1.4. Municipal Markets

LATIN AMERICA

1. TRANSFER OF BEST PRACTICE FROM MERCATS DE BARCELONA TO THE CITY OF MEDELLIN (COLOMBIA)

Partner institutions

Municipal Institute of Food Markets of Barcelona, Medellin City Council, Spanish Agency for International Cooperation and Development (AECID)

Period

2009 – 2010

City, Country

Medellín, Colombia

Aim

Design and implement an integrated plan aimed at improving the popular shopping centres of Medellin, based on a market model adapted to the local environment, with a focus on services and civic cohesion, that minimises economic, social, transportation and environmental problems, bringing benefits to local residents, usres and the surrounding areas.

Transfer the methodology from Barcelona City Council's food market model for renovating these public spaces.

Transfer best practice to other municipalities of Antioquia which have market squares and retail spaces, improving them and generating new income for producers and retailers.

Actions planned

- Visit to Medellin by two people from the Municipal Institute of Food Markets of Barcelona in April 2009 to do an assessment and put together a working plan to be followed for transferring on Food Markets Barcelona's practices.
- Pilot in the Municipality of Medellin in up to 3 squares, markets and/or bazaars, bringing immediate benefits to local residents of the Aburra valley, the natural Medellin River basin, the sub-region located in the centre/ south of the district of Antioquia, Colombia.
- Potential transfer of the pilot to different municipalities of Antioquia in order to revitalise commercial channels and find new ways of marketing, improving the infrastructure and landscaping of these areas in accordance with the specifications set out in the assessment document; the aim being to bring

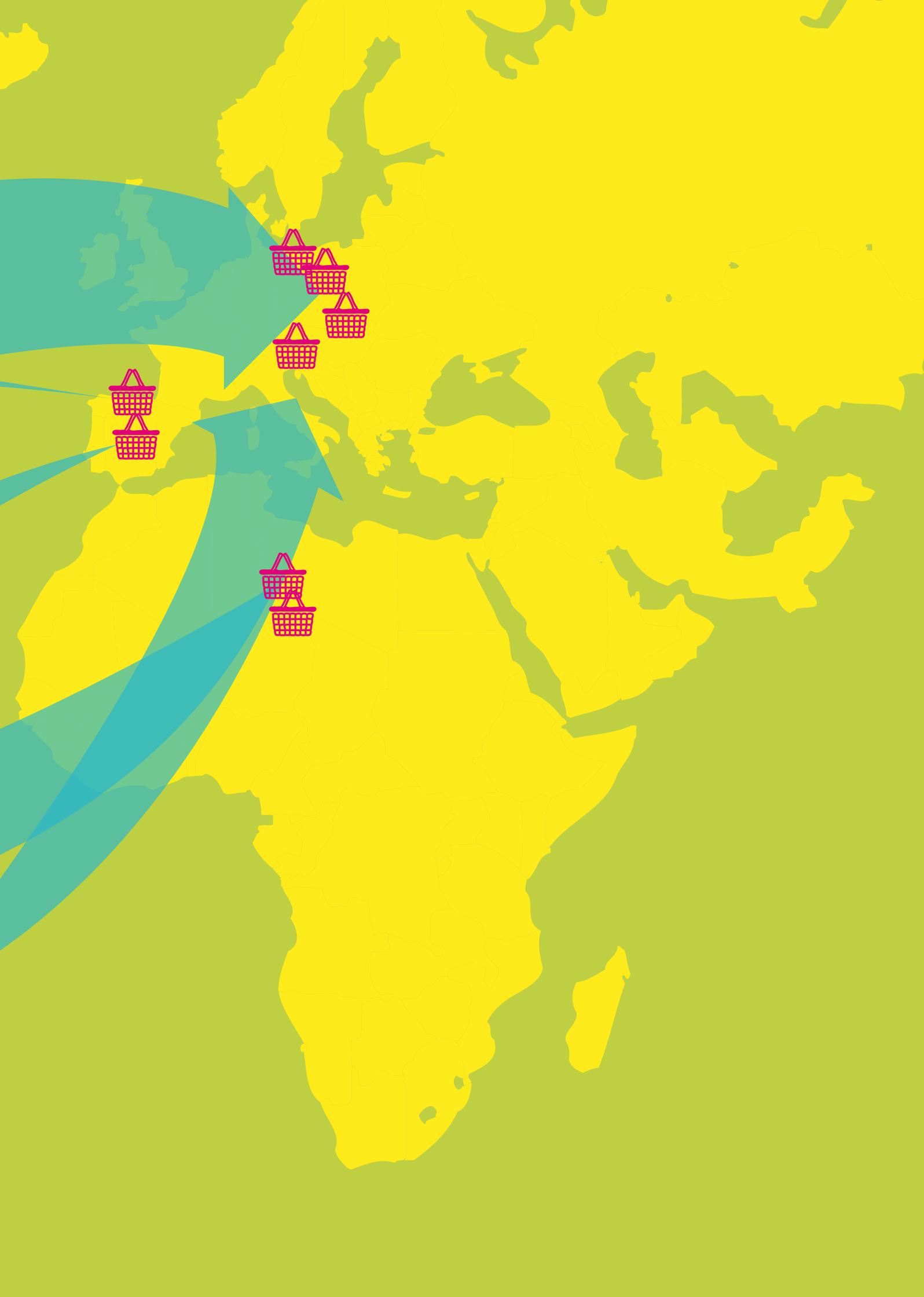
about a significant improvement in vulnerable populations' income levels.

- Visit to Barcelona by a delegation of members from the city of Medellin and the Antioquian municipality of Envigado in July 2010.

Results

- Provided adequate space in the city in terms of structure and landscape for developing the commercial dynamic behind shopping centres, squares and popular markets.
- Overcame current and particular limitations for adapting a market to its environment.
- Converted these public areas into new benchmarks for the market and the city.
- Improved the quality of life of the markets' different stakeholders.
- Acted as an impetus for the ongoing improvement of the different businesses and surrounding areas of these markets.
- Encouraged traders to form association agreements in line with their business plans, based on ethical and participative values which put collective and general interests first and which respect free entrepreneurial initiative in order to try and strengthen these establishments.
- Improved the profitability of the city's popular retail centres.
- Acted a market model for other municipalities in the region and generate strategic alliances with Barcelona City Council and AECID.





EUROPE

2. MED EMPORION PROJECT

Cooperation framework programme

MED Programme

Promoter body / source of funding

European Commission – General Directorate for
Regional Policy

Period

2009 – 2011

Budget

1.652.000€

Project leader

IMMB – Municipal Institute of Food Markets of
Barcelona (Barcelona City Council)

Partners

Barcelona City Council (Municipal Institute of
Food Markets of Barcelona), Torí City Council,
Genova City Council, Conservatoria del Piemont
and the Conservatoire des Cuisines Méditerranéennes
of Marseille.

Aims

Promote the improvement of food markets in
the Mediterranean area and their recognition
within society as essential parts of
neighbourhoods, bringing life and space for
social cohesion.

Actions planned

Run research projects, pilot projects and
awareness raising and promotional activities
such as the Food Market Festivals.

Results

The project ends in 2011 and the results
anticipated for this year areas follows: a study
into markets throughout the Mediterranean
area; a study into the relationship between local
production and markets; the organisation of
four Food Market Festivals in the participating
cities; the implementation of four pilot projects;
and preparation of a guide to best practices
for market management.

1.5. Mercabarna

MEDITERRANEAN BASIN AND AFRICA

1. TECHNICAL SUPPORT PROJECT FOR CREATING FOOD UNITS IN ALEXANDRIA	<p>Partner institutions Alexandria Chamber of Commerce and Mercabarna (Barcelona wholesale food market)</p> <p>City, Country Alexandria, Egipt</p> <p>Cooperation format Collaboration agreement in the form of consultancy</p> <p>Period Signed in March 2010, in progress</p> <p>Aim</p> <ul style="list-style-type: none"> • Refurbishment and moving of food markets in Alexandria. • Creation of Food Units. 	<p>Actions planned Advice on the design and management of a new Food Unit and Wholesale Market.</p> <p>Results (project at start-up stage)</p>
2. TECHNICAL SUPPORT PROJECT FOR CREATING A FOOD UNIT IN LUANDA (ANGOLA)	<p>City, Country Luanda, Angola</p> <p>Cooperation format / transferència Project to provide technical and management advice in collaboration with Mercasa</p> <p>Period 2009 - 2010 (project still running)</p> <p>Aim Creation of a Food Unit in Luanda.</p> <p>Actions planned</p> <ul style="list-style-type: none"> • Trip to Luanda for initial assessment and training. • Training programme, conducted at Mercabarna for the new market's management team • Ongoing advice on managing the initial stages of operation. 	<p>Results</p> <ul style="list-style-type: none"> • Getting an initial part of the new market up and running. • Local management team trained.

LATIN AMERICA

3. TECHNICAL
SUPPORT PROJECT
FOR MOVING
THE MONTEVIDEO
MODEL MARKET

Partner institutions

Montevideo Wholesale Market, Montevideo City Council, Barcelona City Council and Mercabarna (Barcelona Wholesale Food Market)

City, Country

Montevideo, Uruguay

Cooperation format

Collaboration agreement in the form of consultancy

Period

April 2007 – February 2009

Aim

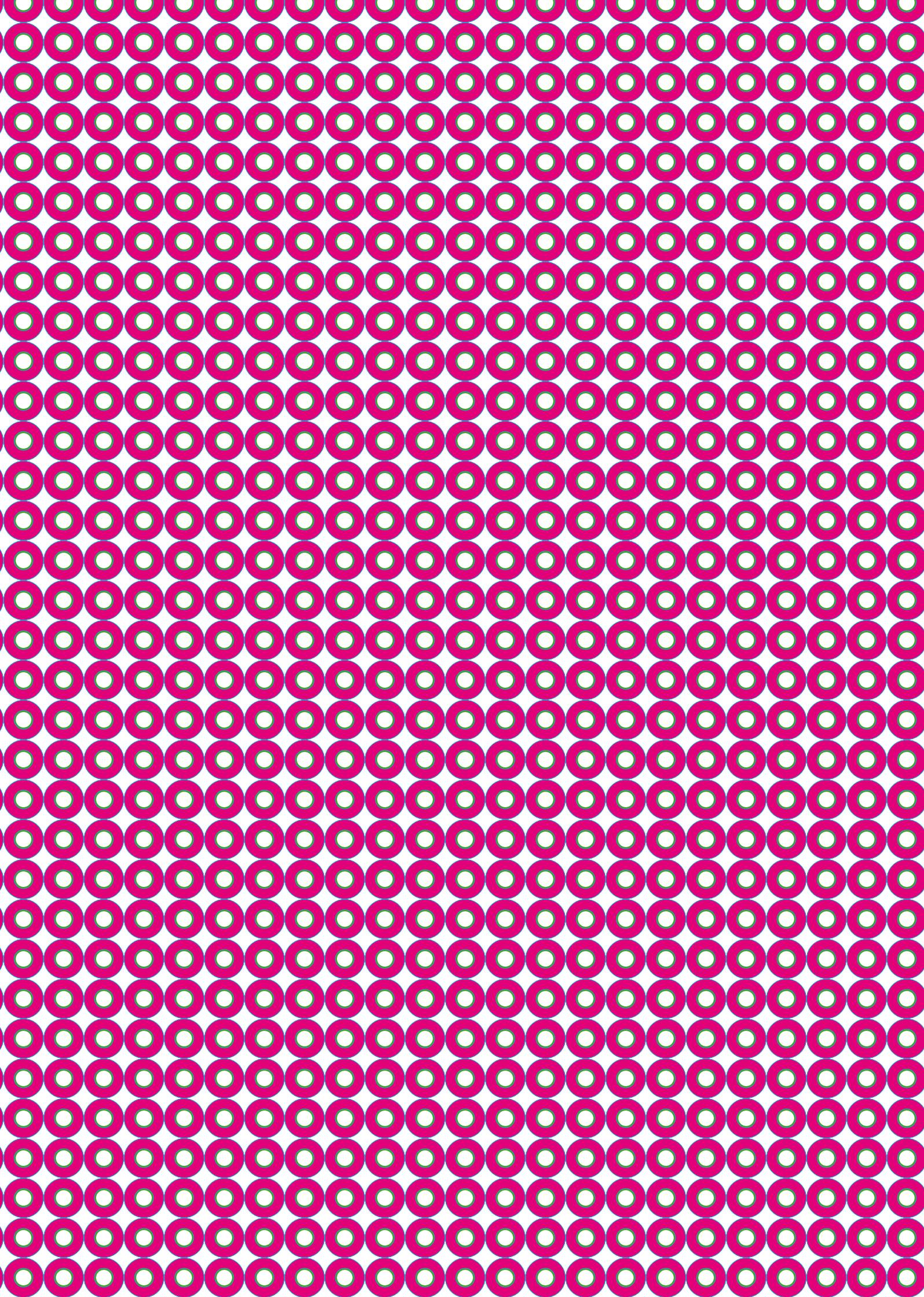
- Moving and improving the Montevideo Wholesale Fruit and Vegetable Market
- Creation of a new Food Unit on the outskirts of the city

Actions planned

- Pre-project work in terms of sizing and designing the Food Unit.
- Trip to Montevideo to evaluate the spaces and potential users of the Food Market.
- Meeting with institutions (Montevideo City Council, Ministry of Agriculture) and Business Associations (distribution and commerce).

Results

- Agreement between the different stakeholders involved (Montevideo government organisations and businesses) for developing the new Food Unit and moving the Market.
- Implemented the construction project for the new Market.



2

RELEVANTS INTERNATIONAL AGREEMENTS

The promotion of the reciprocal cooperation with other settings around the world that have developed innovative economic promotion policies in a relevant way, have contributed in a considerable way to the consolidation of the Barcelona model and its development, while contributing to, and learning from, other environments.

These include best practices and exchanges that have allowed us to count on exceptional partners from different continents for the development of the economic promotion of Barcelona, thus opening up multiple options for the agents of the city.

1. AGREEMENT
WITH CAPE
TOWN CITY
COUNCIL

Partner institutions

Cape Town City Council

City, country

Cape Town, South Africa

Type of cooperation

Collaboration framework agreement

Period

2009 – 2011

Renewable for consecutive periods of one year

Aim

Promote reciprocal cooperation, in particular with regard to economic sectors that the city of Barcelona and the Cape Town Central City Council have in common; and transfer Barcelona Activa's entrepreneurship promotion model.

Actions planned

In order to implement this agreement, the anticipated activities are the following:

- Technical and institutional visits
- Exchange of best practice
- Reciprocal support in organising institutional and business missions
- Trade fairs
- Exhibitions
- Seminars
- Conferences
- Training courses
- Promotional information activities
- Exchange of staff and information

Results

In 2009

- Agreement with Barcelona Activa on transferring Barcelona Activa's entrepreneurship model.
- Participation of 22@Barcelona in urban regeneration conferences held by Cape Town Partnership.
- Participation of Barcelona Tourism in Cape Town Tourism's Annual General Assembly.
- A week's visit to Barcelona by representatives from universities and the research sector headed by Cape Town Higher Education Consortium.
- Incorporation of Cape Town into the International Regions Benchmarking Consortium.

In 2010

- Article in BusinessBCN on relationships between the two cities.

EUROPE

2. ADDENDA TO
THE TWINNING
AGREEMENT
WITH DUBLIN

Partner institutions

Dublin City Council

City, country

Dublin, Ireland

Type of cooperation

Collaboration framework agreement

Period

2009 – 2011

Aim

Promote reciprocal cooperation, in particular with regard to matters of economic promotion, tourism, e-government and information systems and culture.

Actions planned

In order to set this agreement up, the following activities were carried out:

- Creation of economic indicators regarding the size of the city and attractiveness to international talent.
- Promotion of the exchange of experiences:
 - Support for entrepreneurs
 - Business growth
 - Vocational guidance
 - Attracting talent
 - Businesses relocating
 - Innovation systems

Results

In 2010

- Promotional visit for the European Year of Science in Dublin 2011.
- Negotiations for organising IBM Smart Camp workshops in Barcelona.

3. COOPERATION
PROTOCOL WITH
THE CITY OF LILLE

Partner institutions

Lille City Council

City, country

Lille, France

Type of cooperation

Framework protocol of cooperation

Period

2011 – 2013

Aim

Promote reciprocal cooperation, in particular with regard to the exchange of good public and private practices in matters of support to entrepreneurship, business growth, innovation systems, human capital and employment.

Actions planned

The signature of specific cooperation agreements to be signed on behalf of the City of Barcelona, by its Local Development Agency, Barcelona Activa with their City of Lille counterpart, to concrete and develop cooperation in the aforementioned areas.

4. COOPERATION AGREEMENT WITH THE CITY OF POZNAN	<p>Partner institutions Poznan City Council</p> <p>City, country Poznan, Poland</p> <p>Type of cooperation Framework Cooperation Agreement</p> <p>Period 2010 – 2012, renewable for annual periods.</p> <p>Aim Promote reciprocal cooperation, in particular with regard to the exchange of good public and private practices in the fields of entrepreneurship, tourism, higher education, municipal markets, city promotion, and in economic promotion issues.</p>	<p>Actions planned The signature of specific cooperation agreements to be signed on behalf of the City of Barcelona, by its Local Development Agency, Barcelona Activa.</p> <p>Results In 2011</p> <ul style="list-style-type: none"> • Preparation by Barcelona Activa and the City of Poznan of a joint project, with EU co-funding to cooperate in the fields of support to ICT entrepreneurs and SMEs in Poznan.
5. COOPERATION AGREEMENT WITH THE PROVINCE OF ROME	<p>Partner institutions Province of Rome</p> <p>City, country Rome, Italy</p> <p>Type of cooperation Framework Cooperation Agreement</p> <p>Period 2010 – 2012, renewable for annual periods.</p> <p>Aim Promote reciprocal cooperation, in particular with regard to the exchange of good public and private practices in the fields of employment and development and training of human capital, support to entrepreneurship, business growth (especially creative industries and innovation), tourism and culture, strategic planning in metropolitan areas, especially in the field of economic development.</p>	<p>Actions planned Both parties are holding conversations to sign a cooperation agreement to be signed on behalf of the City of Barcelona, by its Local Development Agency, Barcelona Activa, in the field of human capital development.</p>

6. MEMORANDUM OF UNDERSTANDING BETWEEN THE CITIES OF BARCELONA AND SAN FRANCISCO
- Partner institutions**
City of San Francisco
- City, country**
San Francisco, United States of America

Type of cooperation
Memorandum of Understanding

Period
2010 – 2015, renewable for successive five year periods.

Aim
Promote reciprocal cooperation several fields related to economic & scientific development, arts & culture, education and transport infrastructures.

Actions planned
Both parties promote the exchange of best practices in Smart City and, e-government, urban planning strategies to build train, port and airport transport hubs. The fostering of technological, scientific and venture capital exchanges regarding the knowledge-based economy & ICT, higher education students, academics and experts exchanges, art collections & performing arts companies' exchanges and the strengthening of links of both local media and financial institutions.

ASIA

7. AGREEMENT
WITH SINGAPORE

Partner institutions

International Enterprise Singapore (agency within the Ministry for Commerce and Industry of Singapore)

City, country

Singapore

Type of cooperation

Collaboration framework agreement

Period

2009 – 2011

Aim

Promote reciprocal cooperation in terms of international trade and economic promotion.

Actions planned

In order to implement this agreement, the anticipated activities are the following:

- Technical and institutional visits
- Exchange of best practice
- Institutional and company visits
- Trade fairs
- Exhibitions
- Seminars and lectures

Results

In 2009

- Participation of a group of representatives from Singapore in the World Mobile Congress.
- One economic presentation from Barcelona in Singapore and two investor bridges with companies.

8. AGREEMENT
WITH HONG
KONG

Partner institutions

Hong Kong Trade Development Council

City, country

Hong Kong, people's Republic of China

Type of cooperation

Collaboration framework agreement

Periode

2009 – 2011

Aim

Promote reciprocal cooperation in terms of international trade and economic promotion.

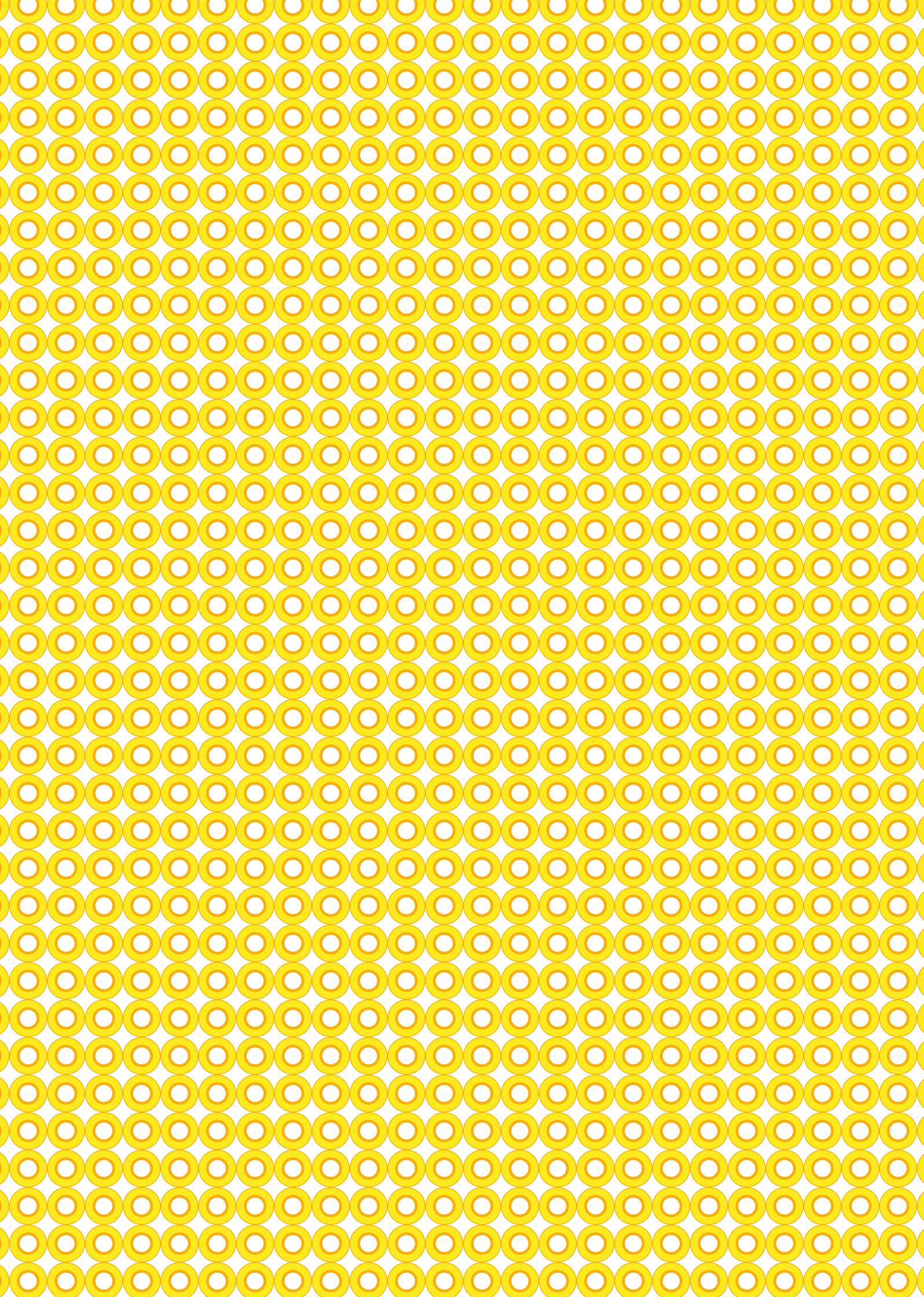
Actions planned

In order to implement this agreement, the anticipated activities are the following:

- Visits
- Exchange of best practice
- Institutional and company visits
- Trade fairs
- Exhibitions
- Seminars and lectures

Results

- Participation of Barcelona City Council together with Barcelona Design Centre in 4 annual editions of the "Innovation and Design Exhibition" with an average of 13 companies attending each year.
- Two economic presentations by Barcelona in Hong Kong.



3

NATIONAL AND INTERNATIONAL AWARDS AND RECOGNITION

As a clear consequence of the city's open strategy to boost Barcelona's economy, enterprises and employment and the result of the good work done in recent years, Barcelona has achieved several international awards for its work in different areas related to economic promotion.

These awards highlight the worldwide recognition of the innovation in the design and implementation of policies and programmes related to the fields of economic development, some of which have become benchmarks in Europe and the rest of the world.

2011

European Enterprise Awards

Gran Jury's Prize for the Barcelona Activa Entrepreneurship Center.

EPSA European Best Practice Certificate

For the professional guidance & labour insertion programme "Get Moving towards Employment" (Activa't per l'Ocupació) granted by the European Institute of Public Administration (EIPA) in the framework of the European Public Sector Awards 2011.

EPSA Awards finalist in the theme "Opening Up the Public Sector Through Collaborative Governance"

For the city of Barcelona Food Markets remodelling process by the Food Markets unit of the Barcelona City Council.

TERRITORIA Europe Award 2011

For the project "LIVE" Logistic for the implementation of electric vehicles in Barcelona granted by the French National Observatory of Public Innovation.

3rd Prize EDUCAWEB 2011 in the institutional category

For the vocational orientation programme for secondary school students "Project of Professional Life", developed by the Human Capital department of Barcelona Activa, the Barcelona Education Consortium, the Barcelona Training Foundation and the Catalan Business Association FemCat.

2010

Eurocities Award for innovation

For the program DO IT IN BARCELONA, the successful implementation of an innovative city initiative to attract creative and entrepreneurial foreign talent to Barcelona.

"The European Cities and Regions of the Future, fDi Intelligence" Award by the *Financial Times*

- Best city for business in southern Europe.
- Finalist in the category for best strategy to attract foreign direct investment.
- Among the top 10 cities in the category of major European cities in general.
- Among the top 5 cities in the human resources category.
- Among the top 5 cities in the infrastructures category.

Mercabarna Food Unit within the framework of the Green Med Forum

International recognition in efficiency and smooth running.

2009

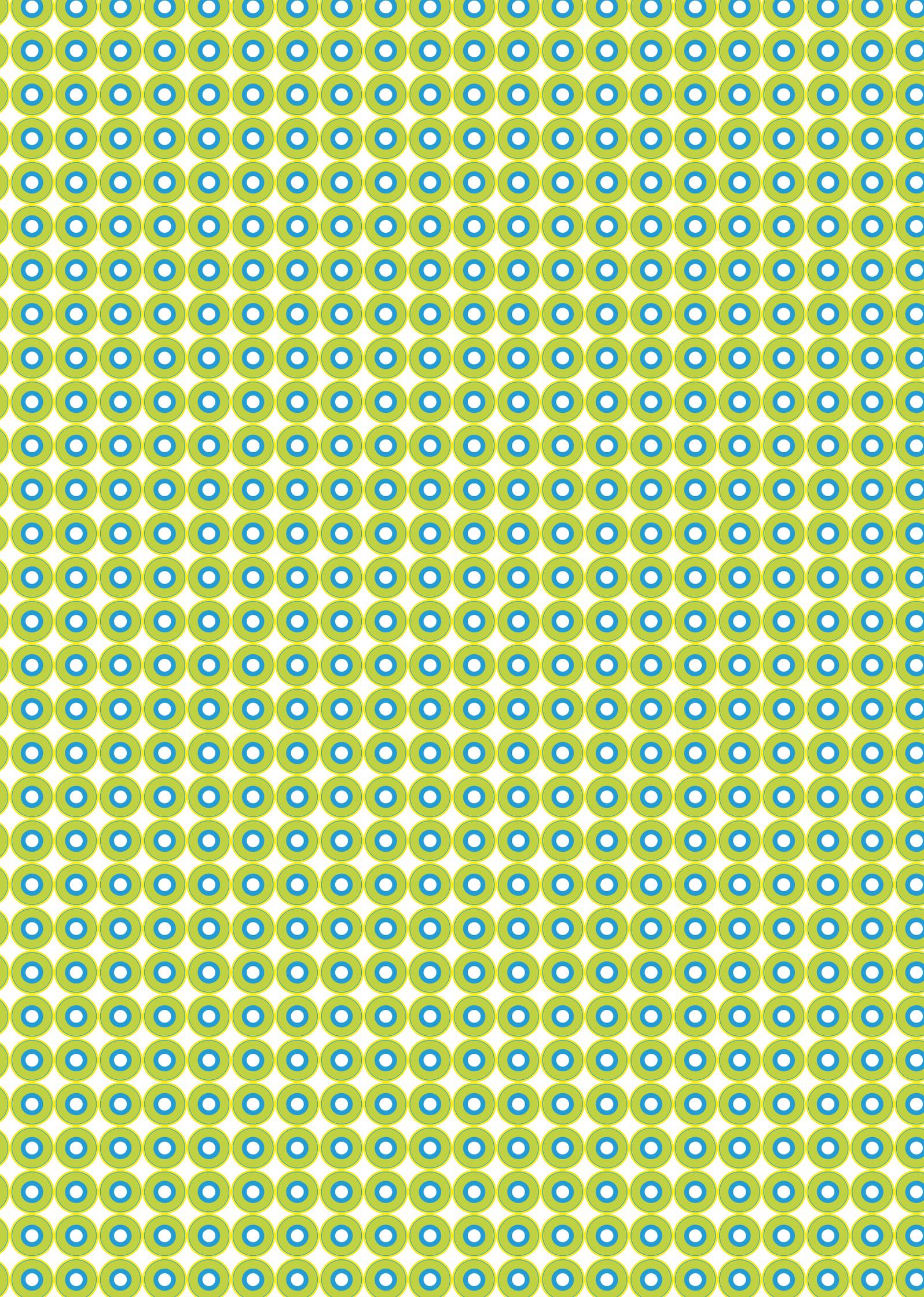
Prize for the Barcelona Municipal Markets Investments Plan 2008-11

Awarded as part of the 6th National Retail Markets Meeting held in Madrid.

EBN Euroleaders Best Tools 2009 prize

Awarded to Barcelona Activa for two categories: the Strategic Growth Plan application and the Mida Crea Media program.

2006	Spanish Network of Cities for Climate	"Prize for good local practice" under the category of Eco-technology.
	IDEA	"Prize for good energy efficiency practices" for energy sustainability initiatives in urban planning and for 22@Barcelona's District Heating and Cooling project (centralised climate control).
2004	World Bank	Barcelona Activa was selected as one of the best global practices for business incubation at its incubation summit in New Delhi.
	"Telecities" prize	Awarded to Barcelona Activa in the categories of e-learning and e-inclusion for Barcelona Activa's "Centre for Professional development".
2002	United Nations	Barcelona Activa is recognised as global best practice for its "Habitat" programme.
2001	"Eurocities" prize	Awarded to Barcelona Activa for its programmes to support entrepreneurship.
	European Commission PAXIS Initiative	Two awards for excellence in support of business creation and innovation awarded to Barcelona Activa.
1999	Stockholm Challenge	Barcelona Activa was finalist for its Virtual Incubator.



4

A NETWORKED ORGANISATION

In an increasingly global world, forming part, and many times, leading international networks, is essential for consolidating a model of economic promotion that is a leader, open, complete and correctly positioned at an international level.

The international networks are an outstanding means of allowing the city to be visible in each of the different fields of economic promotion while at the, same time enabling strategic contacts, alliances and agreements to be made that lead to an improvement in the services and opportunities for the citizens.

4.1. International Networks

EBN

European Business Innovation Centre is a network of professional organisations that promote, stimulate and develop innovation among SMEs, through an extensive process of incubation. Depending on the features of the area in question and the business organisations providing the support, each BIC (Business and Innovation Centre) member focuses on fostering the creation of new innovative companies and/or encouraging innovation in existing companies. The aim is to contribute to regional and local economic development, competitiveness and business growth.

The members of this network are distributed across different countries:

Austria	Romania
Belgium	Slovakia
Bulgaria	Slovenia
Cyprus	Spain
Czech Republic	Sweden
Finland	UK
France	Bosnia-Herzegovina
Germany	Cape Verde
Greece	China
Hungary	Croatia
Ireland	French Guyana
Italy	Lebanon
Latvia	Mexico
Lithuania	Morocco
Luxembourg	Norway
Netherlands	Russia
Poland	Switzerland
Portugal	

Eurocities

Eurocities is the network that brings together the local governments of over 140 major cities in more than 30 European countries to help local governments tackle strategic EU challenges at local level and reinforce the role of city councils within a multi-level government structure.

The following are members of this network, broken down by European country:

Austria: Vienna
Belgium: Antwerp, Brussels Capital Region, City of Brussels, Charleroi, Ghent
Bosnia and Herzegovina: Banja Luka, Sarajevo
Bulgaria: Bourgas, Plovdiv, Sofia, Varna
Cyprus: Nicosia
Croatia: Zagreb
Czech Republic: Brno, Pilsen, Prague
Denmark: Aarhus, Copenhagen
Estonia: Tallinn
Finland: Espoo, Helsinki, Oulu, Tampere, Turku, Vantaa
France: Bordeaux, Grenoble, Lille, Lyon, Marseille, Nantes, Nice, Paris, Rennes, Saint- Etienne, Strasbourg, Toulouse
Georgia: Tbilisi
Germany: Berlin, Bonn, Chemnitz, Cologne, Dortmund, Dresden, Dusseldorf, Frankfurt, Leipzig, Mannheim, Munich, Munster, Nuremberg
Greece: Athens, Thessalonica
Hungary: Budapest
Iceland: Reykjavik
Ireland: Dublin
Italy: Bologna, Florence, Genoa, Milan, Naples, Palermo, Rome, Turin, Venice
Kosovo: Pristina
Latvia: Riga
Lithuania: Vilnius
Macedonia: Skopje
Netherlands: Amsterdam, BrabantStad, Eindhoven, Parkstad Limburg, Rotterdam, The Hague, Utrecht
Norway: Bergen, Oslo
Poland: Bialystok, Bydgoszcz, Gdansk, Katowice, Krakow, Lodz, Lublin, Poznan, Rzeszow, Warsaw, Wroclaw
Portugal: Lisbon, Oporto
Romania: Constanta, Timisoara
Slovenia: Ljubljana
Slovakia: Bratislava
Serbia: Nis, Novi Sad

Spain: Barcelona, Bilbao, Gijon , Las Palmas de Gran Canaria, Madrid, Malaga, Murcia, Seville, Terrassa, Valencia, Zaragoza
Sweden: Gothenburg, Malmo, Stockholm
Switzerland: Geneva, Zurich
Turkey: Bursa, Istanbul, Izmir, Sanliurfa
Ukraine: Kharkov, Kiev, Lviv, Odessa
UK: Belfast, Birmingham, Bradford, Brighton & Hove, Bristol, Edinburgh, Glasgow, Kingston upon Hull, Leeds, Liverpool, London, Manchester, Newcastle/Gateshead, Nottingham, Sheffield, Southampton, Sunderland

IASP

The International Science Parks Association puts science park professionals from around the world in contact with each other and provides services to drive the growth and effectiveness of its members. This network improves the competitiveness of companies and entrepreneurs operating in member cities and regions and contributes to overall economic development through innovation, entrepreneurial spirit, knowledge and technology transfer.

The members of this network are distributed across different countries:

Argentina, Australia, Austria, Azerbaijan, Belgium, Brazil, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, India, Iran, Ireland, Israel, Italy, Ivory Coast, Japan, Jordan, Kenya, Korea, Latvia, Lithuania, Luxembourg, Malaysia, Mexico, Mongolia, Namibia, New Zealand, Nigeria, Norway, Oman, Panama, Peru, Poland, Portugal, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Syria, Taiwan, Thailand, Netherlands, Trinidad and Tobago, Tunisia, Turkey, United Arab Emirates, United Kingdom, Uruguay, the USA and Venezuela.

International Regions Benchmarking Consortium

Network of top-level metropolitan areas around the world, interested in establishing a common set of economic, social and environmental indicators, identifying common challenges and opportunities related to these areas, and cooperating on research and analysis of urban policies. The consortium has a dual objective: first, to develop a common set of economic and social indicators for each of the cities/metropolitan areas in order to be able to assess their evolution; these relate to the economy, the environment, society, infrastructures and other areas that may be considered relevant; comparisons between these and other urban areas around the world will be made, and best practices identified. Second, to consolidate a community of learning that shares these best practices in such a way that it contributes to increasing competitiveness for all members of the network in the context of the global economy. This network specifically places emphasis on common challenges, complementary strengths and innovative collaboration, going beyond benchmarking that is merely oriented towards rankings and competition between cities.

Members: Barcelona (Spain), Daejeon (South Korea), Dublin (Ireland), Fukuoka (Japan), Helsinki (Finland), Melbourne (Australia), Munich (Germany), Seattle (USA), Stockholm (Sweden), Vancouver (Canada), Cape Town (South Africa) and Singapore.

ULI

The Urban Land Institute Urban Investment Network seeks out political leaders in cities, institutional investors and property developers as part of a dynamic partnership that aims to increase investment in European cities through public/private collaboration and innovation.

The members of this network are:

Founding members:

Barcelona, Amsterdam, Edinburgh, Istanbul, Allianz, ECE Projektmanagement, Eurohypo and ING Real Estate.

Members:

Local communities and authorities, Thames Gateway, Deutsche Bank, NCC, Nickom, Places for People, Segro, Ecorys, Ernst & Young, OECD (LEED Programme) and UITP.

WUWM

Municipal Institute of Food Markets of Barcelona is a member of WUWM, the World Union of Wholesale Markets, which promotes the international exchange among wholesale and retail markets to improve the way they are constructed, organised and managed. Its members organise specialist conferences and meetings, published reports and studies and exchange experiences and knowledge.

The aim of the association is to promote the international exchange of information about wholesale and retail markets with a view to improving their construction, organisation and management.

WUWM pursues its aims by organising specialist conferences and meetings, publishing reports and studies, and exchanging experience and knowledge for the overall benefit of members.

Membership is open to wholesale markets and associations from around the world. Germany, England, Australia, Austria, Belgium, Bosnia-Herzegovina, Brazil, Bulgaria, Colombia, Costa Rica, Denmark, United States, Spain, Finland, France, Greece, Netherlands, Hungary, India, Ireland, Italy, Japan, Jordan, Mexico, Norway, Peru, Poland, Portugal, and Czech Republic among others.

EMPORION

EMPORION is the European Association of Markets, founded in January 2006. It was set up to defend and reinforce the positioning of markets within European societies and their role in urban and social development.

EMPORION's objective is to support the identity and culture that emerges among markets. Markets play a fundamental role as social centres for cities, where ideas and culture are exchanged. They represent a meeting point and a component of economic, urban and social development that identifies European life.

SHOWCASES OF EUROPE

A European federation which, through meetings, conferences and talks, aims to establish the basis of the need for conservation and, where appropriate, renovation of European cities as the basis of our society: A compact, welcoming city and centre for all activities: a social space where people can work, live, shop and improve socially and culturally. The Federation of Showcases of Europe (Federació Vitriines d'Europe) is based in Barcelona and the Barcelona Commerce Foundation is responsible for its secretariat. Barcelona City Council through the Barcelona Commerce Foundation indirectly participates in this federation.

Members:

Barcelona Commerce Foundation (with the support of Barcelona City Council) and trade representative organisations from France, Bologna (Italy), Mons (Belgium) and Lisbon (Portugal).

4.2. Networks in Catalonia and the rest of Spain

XPCAT

Barcelona Activa is member of of the Network of Scientific and Technology Parks of Catalonia. This network brings together 11 intermediation structures for Catalonia's innovation system – the majority of which are linked to universities. It brings together the country's major production and scientific/technology transfer centres, creates synergies and shared dynamics, shared resources and information, and establishes formulas for collaboration across a range of areas.

Its members are:

- UdG Science and Technology Park
- Technology Park of Gerona (PTGI)
- TecnoCampusMataró (TCM)
- Technology Park of Vallès (PTV)
- Technology and Science Park of the Autonomous University of Barcelona
- Science Park of Barcelona–University of Barcelona
- La Salle Business and Technology Innovation Park
- Biomedical Research Park of Barcelona (PRBB)
- Technology Park of Barcelona
- Mediterranean Park for Technology
- Technology Park of Camp Tecnop@rc

REDEL

Barcelona Activa is member of of the Spanish Network for Local Development Organisations, a network that works to improve organisations through analysis, knowledge management and collaboration in order to strengthen local development.

Its members are:

- Gijón's Local Agency for Economic Promotion and Employment
- Barcelona Activa
- GARAPEN, Network of local development Agencies of the Basque Country
- Getafe Iniciativas, S.A. (Agency of the City of Getafe)
- Madrid Emprende (Agency of the City of Madrid)
- Zaragoza Dinámica (Agency of the City of Zaragoza)
- IMFOF (Institute of Training, Employment and Economic promotion of the City of Palma de Mallorca)
- Office for Economic Promotion and Employment of the City of Santiago de Compostela

ANCES

Barcelona Activa is a member of the National Association of Spanish CEEIs (European Business and Innovation Centres, or BICs), which brings together all the country's centres for innovative companies.

Its members are:

- | | |
|---|-----------------------|
| • Barcelona Activa | • CEEI Castelló |
| • CEEI Burgos | • CEEI Talavera |
| • CEEI Aragon | • BEAZ S.A |
| • Institute for Business Innovation of the Balearic Islands | • BIC Euronova |
| • CEEI Albacete | • Eurocei Sevilla |
| • CEEI Castile León | • BIC Berrilan |
| • CEEI Ciudad Real | • CEEI Bahía de Cádiz |
| • CEEI Cartagena | • CEIA Álava |
| • BIC Galicia | • CEEI Elx |
| • CEEI Asturias | • CEEI Lleida |
| • CEEI Valencia | • Madrid Emprende |
| • CEIN S.A | • CEEI Murcia |
| • CEEI Alcoi | • BIC Granada |
| | • ITC Canarias |

APTE

Through the Barcelona North Technology Park, Barcelona Activa forms part of APTE (Association of Science and Technology Parks of Spain) – a key part of the Spain's Science/Technology/Business system. Its members consist of science and technology parks from the 17 autonomous regions of Spain. Its companies and institutions represent benchmarks of Spain's innovation system.

Its members are partners, affiliates, collaborators and honourable members:

Members:

- 22@Barcelona
- ADE Technology and Business Parks of Castile and Leon
- Aerópolis
- Aerospace Technology Park of Andalusia
- University of Cantabria Technology Development Centre (CDTUC)
- Polytechnic City of Innovation
- Esade – Creapolis
- Business Innovation Park
- espaitec. Science

- Technology and Business Park of Jaume I University of Castellón
 - La, S.A.Ile Innovation Park Foundation
 - Science Park Foundation of Murcia
 - GEOLIT
 - Parque Científico y Tecnológico, S.A.
 - Science Park of Barcelona
 - Science and Technology Park of Girona University
 - Science Park of Valencia University
 - Science and Food Technology Park of Lleida
 - UAB Research Park
 - Technology Park of Vallés
 - Technology Innovation Park of the Balearic Islands (PARCBIT)
 - Science – Technology Park of Almeria (PITA), S.A.
 - Science Park of Alicante
 - Leganés Technology and Science Park (Carlos III University of Madrid)
 - Science Park of Madrid
 - Technology Science Park of Gijón
 - Technology Science Park of the University of Las Palmas de Gran Canaria
 - Science and Business Park of University of Miguel Hernández of Elx
 - Science and Technology Park of Cartuja 93
 - Science and Technology Park of Albacete
 - Science and Technology Park of the Polytechnic University of Madrid
 - Innovation Park of Navarra
 - La, S.A.Ile Madrid Innovation Park for Services to People
 - Parque Tecnológico Agroindustrial de Jerez, S.A.
 - Technology Park of Álava
 - Technology Park of Andalusia
 - Technology Park of Asturias
 - Technology Park of Bizkaia
 - Technology Park of Health Sciences of Granada
 - Technology Park of Galicia
 - Technology Park of, S.A.n Sebastian
 - TecnoBahía Technology Park
 - Mataró–Maresme TecnoCampus Technology Park
 - Walqa Technology Park
 - Technology and Logistics Park of Vigo
 - Garaia S.Coop. Innovation Centre
 - Tecnoalcalá. Science and Technology Park of the University of Alcalá
 - Valencia Technology Park
- Affiliate members:
- Southern Technology Area
 - City of Knowledge. Parque de Investigación y Desarrollo de Valme, S.A.
 - Sysop Consortium for Development of the Aerospace and Mobility Business Park of Viladecans
 - b_Tec Foundation
 - ARAID (Aragon Agency for Research and Development Foundation)
 - Ferrol Metròpoli Foundation
 - Aula Dei Food Technology Science Park Foundation
 - Móstoles Tecnológico
 - Oñati
 - City University and Technology
 - Central Park–Technology Park of Central Catalonia
 - PRBB (Barcelona Biomedical Research Park)
 - UPF Research Park – Social Sciences and Humanities
 - Barcelona Nord Technology Park
 - Parque Agroalimentario Vélez Málaga –Axarquía, S.A.
 - Parque Científico–Tecnológico de Córdoba, S.L. (Rabanales 21)
 - Science and Technology Park of Extremadura
 - Science Park of the University of Salamanca
 - Parque Científico Tecnológico de Huelva, S.A.
 - Burgos University Technology Science Park
 - Technology Science Park Olavide–Alcalá–Sevilla Tecnópolis
 - TecnoEbro Technology Science Park
 - Valladolid University Science Park
 - Science and Technology Park of Cantabria
 - Parque Científico y Tecnológico de Tenerife, S.A.
 - UPC Research and Innovation Park (Polytechnic University of Catalonia)
 - Digital Park of La Rioja
 - Metropolitan
 - Industrial and Technology Park of Granada
 - City of Madrid Technology Park
 - Eibar Technology Park
 - Estella Technology Park
 - Fuerteventura Technology Park
 - Parque Tecnológico Fuente Álamo, S.A.
 - Goierri Innovation Centre
 - TechnoPark – Motorland
 - Tecnoparc
 - El Camp Technology Park
 - Cadiz University

BANC

Barcelona City Council, through Barcelona Activa, is a member of Business Angels Network of Catalonia which connects potential investors with companies and entrepreneurs looking for finance. This relationship is established through the Network and also through the founding members of the first private Catalan network, Patronal CECOT and CP'AC Foundation, which counts investors and entrepreneurs among its members as well as having extensive experience in business plans.

Founding members:

- Patronal CECOT
- CP'AC Foundation
- ICF Holding, S.A.

Strategic members:

- Unnim – Caixa Terrassa
- Garrigues (lawyers and tax advisers)

Ordinary members:

- PECSA – Cornellà Town Council
- BARCELONA ACTIVA – Barcelona City Council
- PES – Sabadell Town Council
- CORESSA – Sant Boi City Council
- Castellar del Vallès City Council
- Manresa City Council
- Vilanova i la Geltrú City Council
- Rubí Town Council
- Sant Cugat del Vallès City Council
- Vic Town Council
- Vilafranca del Penedès City Council
- REDESSA – Reus City Council
- INICIA – Government of Catalonia
- Lleida Provincial Council
- Girona Provincial Council
- Baix Ebre Country Council
- Youth Chamber of Vilafranca
- GENTIC,
- International Youth Chamber
- SC Trade Center
- CETIM
- Girona Association of Businesses
- AVALIS de Catalunya
- Eduard Soler Foundation
- EUM
- EADA

CITIES FOR EMPLOYMENT FORUM

Barcelona Activa is a member of the Cities for Employment Forum, whose objective is to improve the effectiveness of employment and training opportunities developed by different cities and towns, through cooperation, training and exchange of best practice.

The following towns and cities are members:

- | | |
|-----------------------------|----------------------------|
| • Barcelona | • Móstoles |
| • Alcalá de Henares | • Murcia |
| • Alacant | • Pamplona |
| • Alcorcón | • Salamanca |
| • Almeria | • San Sebastian |
| • Burgos | • Santa Coloma de Gramanet |
| • Granada | • Santa Cruz de Tenerife |
| • L'Hospitalet de Llobregat | • Seville |
| • Lleida | • Torrejón de Ardoz |
| • Madrid | • Valencia |
| • Mataró | • Valladolid |
| | • Zaragoza |

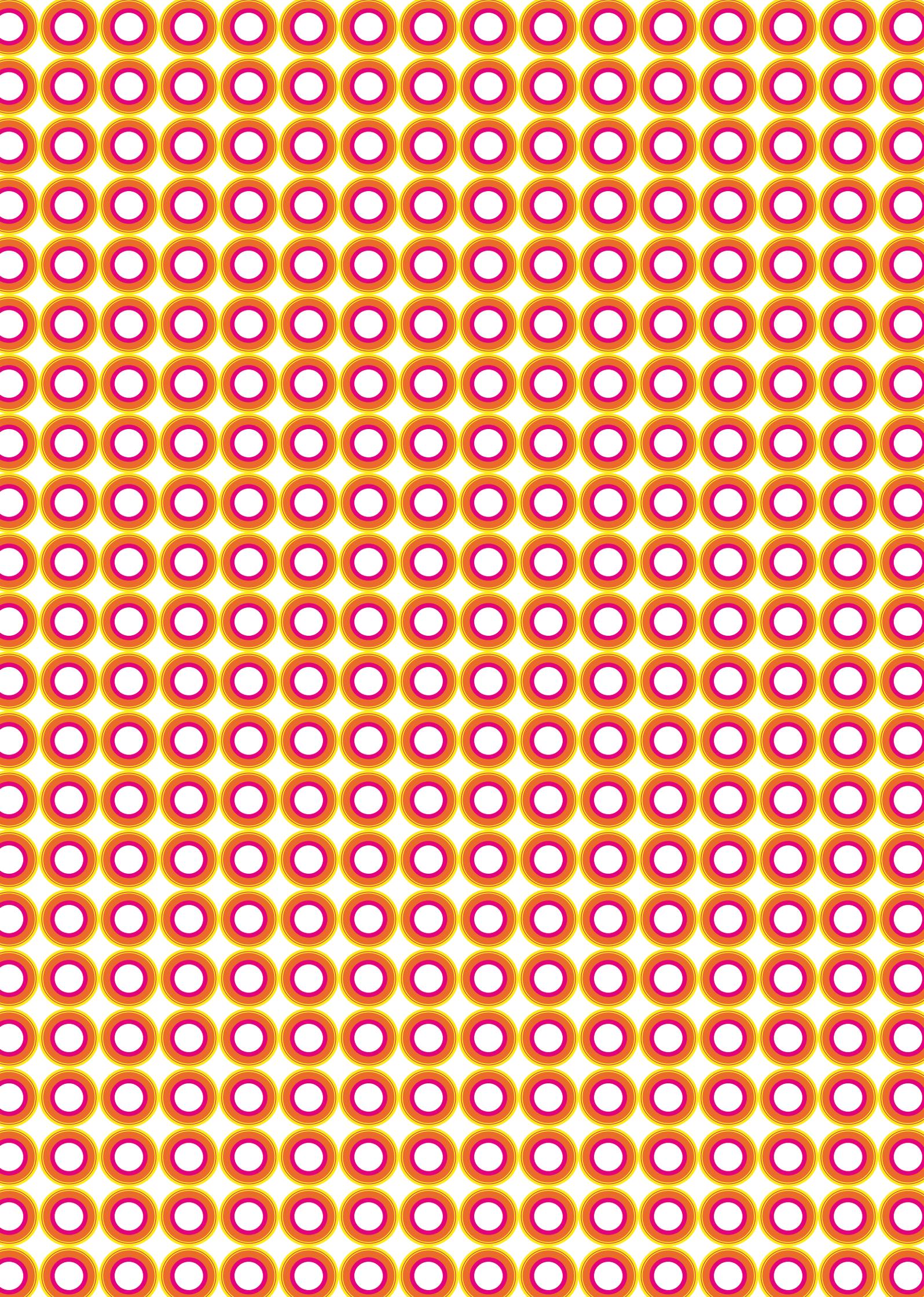
WCCP. World City Class Partnership

World Class City Partnership (WCCP) is an initiative of the School of Social Sciences, Urban Affairs and Public Policy from the North eastern University (Boston, Massachusetts, USA), that aims to bring together civic leaders, business and academic reference cities worldwide with the aim of creating a sustainable social change through policy research and development and implementation of best practice solutions to common challenges.

To do this, WCCP establishes productive partnerships between universities and government agencies to help solve complex problems with the same objective: identify and share best practices in a number of urban problems. WCCP analyze existing research and demographics, social indicators and other measures to inform policy development and create social change.

Members:

- | | |
|------------------------|--------------------|
| • Barcelona | • Haifa |
| • Boston | • Hangzhou (China) |
| • Dublin | • Lisbon |
| • Guadalajara (Mexico) | • Vancouver |



5

INSTITUTIONAL VISITS

Many institutions that view Barcelona City Council's Economic Promotion Sector as a benchmark in the field of economic policies and local development send delegations to Barcelona to learn about its innovative programmes, tools, and resources. During 2011, for example, Barcelona Activa welcomed over 1170 representatives from more than 162 institutional delegations interested in finding out more about its activities, resources and programmes. These institutional visits enable us to take advantage of synergies with other organisations and develop joint initiatives in the areas of international and institutional cooperation. These are materialised through collaboration agreements, cooperation projects and transferring the model, which is very important for the city's positioning. This section gives brief details of the most recent visits.

AFRICA

Visiting institution	From	Date
Luanda Logistics Park	LUANDA / ANGOLA	16/11/2011
AFEM, Moroccan Association of Female CEOs	CASABLANCA / MOROCCO	14/09/2011
Western Cape Provincial Government	CAPE TOWN / SOUTH-AFRICA	17/06/2011
Tétouan Urban Community	TÉTOUAN / MOROCCO	17/03/2011
Cape Town	CAPE TOWN / SOUTH-AFRICA	8/03/2011

LATIN AMERICA

Visiting institution	From	Date
Caracas Metropolitan University	CARACAS / VENEZUELA	20/12/2011
City and Universities of Blumenau	BLUMENAU / BRAZIL	09/12/2011
City of Santos	SANTOS / BRAZIL	02/12/2011
Tech Entrepreneur Guidance Centre	FORMOSA / ARGENTINA	30/11/2011
City of Cúcuta	CÚCUTUA / COLOMBIA	25/11/2011
SEBRAE	BRAZILIA / BRAZIL	24/11/2011
University of the State of Rio de Janeiro	RIO DE JANEIRO / BRAZIL	18/11/2011

AMPYME	PANAMA CITY / PANAMA	11/11/2011
Inovapoli	SALVADOR DE BAHIA / BRAZIL	07/11/2011
SEBRAE – Minas Gerais	BELO HORIZONTE / BRAZIL	04/11/2011
Government of the State of Sta. Caterina	FLORIANÓPOLIS / BRAZIL	04/11/2011
SEBRAE – Curitiba	CURITIBA / BRAZIL	19/10/2011
Valparaiso Regional Government	VALPARAISO / CHILE	07/10/2011
SEBRAE – Minas Gerais	BELO HORIZONTE / BRAZIL	06/10/2011
UNDP Cuba	HAVANA / CUBA	03/10/2011
Catholic University of El Maule	EL MAULE / CHILE	30/09/2011
City of Peñalolén	PEÑALOLÉN / CHILE	23/09/2011
Ministry of Tourism and Training	SANTO DOMINGO / DOMINICAN, REPUBLICAN	21/09/2011
INICIA – Start up for the Future	BUENOS AIRES / ARGENTINA	21/09/2011
CORFO	SANTIAGO DE CHILE / CHILE	27/07/2011
University of Southern Santa Catarina (UNISUL)	FLORIANÓPOLIS / BRAZIL	15/07/2011
AECID	BOGOTA / COLOMBIA	07/07/2011
EAFIT University	MEDELLIN / COLOMBIA	01/07/2011
University of the Andes	BOGOTA / COLOMBIA	01/07/2011

SEBRAE	SALVADOR DE BAHIA / BRAZIL	23/06/2011
Association to promote employment (Pro Empleo)	GUADALAJARA / MEXICO	21/06/2011
City of Zapopan	ZAPOPAN / MEXICO	09/06/2011
City of Sao Paulo	SAO PAULO / BRAZIL	06/06/2011
La Salle Innovation Park AC	LEON GUANAJUATO / MEXICO	30/05/2011
Institutional Delegation of Santa Catarina	SANTA CATERINA / BRAZIL	23/05/2011
Institutional Delegation of Santos & Cubatao	SANTOS / CUBATAO / BRAZIL	18/05/2011
La Salle Innovation Park AC	LEON GUANAJUATO / MEXICO	16/05/2011
Guarulhos Development Agency (AGENDE)	GUARULHOS / SAO PAULO / BRAZIL	03/05/2011
Bolivia, Peru and Analdex Chambers of Commerce	BOGOTA / COLOMBIA	15/04/2011
XPCAT- SEBRAE	RIO DE JANEIRO / BRAZIL	11/04/2011
Tech University of the Army	QUITO / ECUADOR	05/04/2011
Knowledge City	PANAMA CITY / PANAMA	31/03/2011
Sul Fluminense Business Incubator-UERJ	RIO DE JANEIRO / BRAZIL	28/02/2011
Ministry of ICT	BOGOTA / COLOMBIA	17/02/2011
Conquito. Municipal Agency of Economic Development	QUITO / ECUADOR	07/02/2011

ASIA AND PACIFIC REGION

Visiting institution	From	Date
City of Suwon	SUWON / KOREA	19/12/2011
Ota Ward Assembly	OTA / JAPAN	16/12/2011
Asci Institute (Administrative Staff College of India)	HYGRABAD / INDIA	01/12/2011
Institutional delegation of the City of Yokohama	YOKOHAMA / JAPAN	30/11/2011
Korea Research Institute for Human Settlements	ANYANG-SI / KOREA	25/10/2011
ChungNam Provincial Government	CHUNGNAM / KOREA	21/10/2011
All China Womens' Federation	CHINA	09/11/2011
Infocomm Development Authority, IDA	SINGAPORE / SINGAPORE	05/10/2011
Trakya Development Agency	TEKIRDAG / TURKEY	14/10/2011
SASAC (Supervisory Panels for State-Owned Enterprises, State-owned assets Supervision and Administration Commission of the State Council)	BEIJING / CHINA	20/09/2011
Western Mediterranean Development Agency	ISPARTA AND BURDUR / TURQUEY	19/07/2011
Ministry of Economy & Knowledge, Korea Industrial Complex Corp. & Municipal Authorities of South Korea	SEOUL / KOREA	04/07/2011
Institutional delegation of Shanghai	SHANGHAI / CHINA	30/06/2011

Committee of Chinese People's Political Consultative Conference (CPPCC)	SHANGHAI / CHINA	01/06/2011
Shanghai Municipal Vocational Training Orientation Centre	SHANGHAI / CHINA	29/07/2011
BDC Business Development Centre	AMMAN / JORDAN	19/07/2011
High Institute of Business Administration	DAMASCUS / SIRIA	12/07/2011
Busan Technology Park	BUSAN / KOREA	28/04/2011
Salman Group	DAMMAN / SAUDI ARABIA	15/04/2011
Fukuoka City Government	FUKUOKA / JAPAN	21/03/2011
China Association for Science and Technology	BEIJING / CHINA	28/02/2011
The Reut Institute	TEL AVIV / ISRAEL	14/02/2011
Parc Tecnològic de Kazakhstan	KAZAKHSTAN	20/01/2011

EUROPE

Visiting institution	From	Date
IEM – Minho Business Institute	BRAGA / PORTUGAL	02/12/2011
Porto Social Foundation and Catanzaro	PORTO / PORTUGAL	01/12/2011
City of Nice	NICE / FRANCE	29/11/2011
Lum Jean Monnet University	CASANASSINA (BARI) / ITALY	23/11/2011
EUROCITIES	BUSSELS / BELGIUM	17/11/2011
Chamber of Commerce of Salerno	SALERNO / ITALY	27/10/2011
Employment Agencies	ALBA / ROMANIA	25/10/2011
Agency for training, orientation and employment of the Province of Como	COMO / ITALY	20/10/2011
European Commission. DG Enterprise & Industry	BRUSSELS / BELGIUM	20/10/2011
Government and several mayors of Albania	BERAT / ALBANIA	20/10/2011
Enterprise Helsinki	HELSINKI / FINLAND	18/10/2011
Ministry of Economy, Labour and Entrepreneurship	ZAGREB / CROATIA	18/10/2011
Tecnopole Tagus Valley	ABRANTES / PORTUGAL	17/10/2011
City of Torino	TORINO / ITALY	29/09/2011
UNCTAD	GINEBRA / SWITZERLAND	26/09/2011
ZukunftsAgentur Brandenburg GmbH	POTSDAM / GERMANY	23/09/2011

Institutions of the Region of Uusimaa	UUSIMAA / FINLAND	23/09/2011
Urban Development Dept. of the City of Zürich	ZURICH / SWITZERLAND	23/09/2011
City of Riga	RIGA / LATVIA	14/09/2011
Municipality of Karlstad	KARLSTAD / SWEDEN	13/09/2011
Serbian Agency for Regional Development	BELGRAD / SERBIA	02/09/2011
Economic Agency of the Rhône-Alpes Region	MARSEILLE / FRANCE	19/07/2011
Region of Sicily	PALERMO / ITALY	11/07/2011
Travel and Strategy magazine	PARIS / FRANCE	06/07/2011
City of Lund & Malmo	LUND AND MALMO / SWEDEN	28/06/2011
Euro-Centrum Park Katowice	KATOWICE / POLAND	16/06/2011
European Advisors Institute	KALISZ / POLAND	02/06/2011
University College West Flanders Howest	KORTRIJK / BELGIUM	31/05/2011
Corvinus University of Budapest	BUDAPEST / HUNGARY	26/05/2011
Institutional Delegation of the City of Dublin	DUBLIN / IRELAND	10/05/2011
House of the Enterprise	MONS / BELGIUM	10/05/2011
Rovaniemi Inter-municipal Federation of Education (REDU)	ROVANIEMI / FINLAND	06/05/2011
City of Varberg	VARBERG / SWEDEN	06/05/2011

Danish Government Agency for business and policy research (FORA)	COPENHAGEN / DENMARK	04/05/2011
Delegation of the North Rhine-Westphalia Ministry of Economy, Energy, Traffic and Urban Planning, Duisburg-Essen University and IKT	DUISBURG AND ESSEN / GERMANY	02/05/2011
City of Cascais	ALCABIDECHE / PORTUGAL	29/04/2011
Winnova West Coast Education Ltd	PORI / FINLAND	26/04/2011
Business Angel Partnership	DUBLIN / IRELAND	15/04/2011
European Advisors Institute	KALISZ / POLAND	30/03/2011
Business Centre of the Centre Region (CEC)	PORTUGAL	28/03/2011
Municipality of Dublin	DUBLIN / IRELAND	24/03/2011
Senate of the city-state of Berlin	BERLIN / GERMANY	23/03/2011
Poznan Science and Technology Park	POZNAN / POLAND	22/03/2011
Brainport Development NV	EINDHOVEN / THE NETHERLANDS	15/03/2011
Chamber of Commerce and Industry of Bordeaux	BOURDEAUX / FRANCE	24/02/2011
Bordeaux School of Beaux Arts	BOURDEAUX / FRANCE	21/02/2011
Minho Business Institute	BRAGA / PORTUGAL	18/02/2011
City of Lille	LILLE / FRANCE	14/02/2011

NORTH AMERICA

Visiting institution	From	Date
World City Class Partnership	BOSTON / USA	14/11/2011
The German Marshall Fund of the United States	WASHINGTON DC / USA	22/09/2011
Montreal Council	QUEBEC / CANADA	19/09/2011
Clemson University	CLEMSON / USA	21/06/2011
The World Bank	WASHINGTON / USA	07/06/2011
The Brookings Institution	WASHINGTON / USA	06/06/2011
German Marshall Fund	WASHINGTON DC / USA	16/06/2011
George Mason University	FAIRFAX (VIRGINIA) / USA	31/05/2011
George Mason University	FAIRFAX (VIRGINIA) / USA	26/05/2011
Institutional Delegation of the City of Montreal	MONTREAL (QUEBEC) / CANADA	09/05/2011
The Brookings Institution	WASHINGTON DC / USA	25/02/2011



Helsinki

Goteborg

Dortmund

Riga

Leipzig

Munich

Dublin

Manchester

Eindhoven

Budapest

Brussels

Lyon

Belgrad

Andorra la Vella

Irun-Hondarribia

Mataro

Sarajevo

Getafe

Madrid

Terrassa

Barcelona

Venice

Beijing

Tangiers

Casablanca

Luanda

Cape Town

Singapore