



"Regions, Cities, Neighbourhoods - strong Partners"

Newsletter #6
REGGOV

N°6

**Regional Governance of Sustainable Integrated
Development of Deprived Urban Areas**



Connecting cities
Building successes





REGGOV NEWSLETTER # 6

INTRODUCTION

The sixth edition of the RegGov newsletter starts with a comprehensive insight to the URBACT Annual Conference 2010 in Liège (BE) where the RegGov network was actively involved.

Impressions of the Third Thematic Seminar in Romania and Hungary in October 2010 are given by Wim Cousijn from the RegGov partner city Nijmegen (NL).

Eva Bjurholm from the RegGov partner city Södertälje (SE) and Nicoleta Lasan from the RegGov partner city Satu Mare (RO) give an overview on two Thematic Cluster meetings describing their impressions and the contents of the workshops.

On the topic of "Roma Integration", a contribution from Anja Neumann summarises a workshop carried out for the North Rhine-Westphalian cities in October 2010 where the current state of play and perspectives were discussed.

The newsletter closes with additional news and announcements of the RegGov network.

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URBACT ANNUAL CONFERENCE

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REGGOV AT THE URBACT ANNUAL CONFERENCE 2010 IN LIÉGE (BE)

The URBACT Annual Conference 2010 took place in the city of Liège in Belgium from Tuesday, November 30 to Wednesday, December 1, 2010 aiming to disseminate the results, experiences, local policies developed by URBACT partners and experts through transnational co-operation.

The conference was organized around

- an opening plenary session,
- two series of five parallel and interactive workshops and
- the European URBACT café (informal but moderated discussions)

and was rich with discussions, ideas and debates.

During the interactive workshops, the URBACT European Café and other informal moments over 360 participants including representatives of National Authorities and Managing Authorities of the Operational Programmes attended the conference and worked together on finding ways to overcome the challenges cities face today in the context of a global economy impacted by the crisis. The URBACT Annual Conference provided a valuable opportunity for network members to share their experiences, exchange ideas and compare their approaches of how to cope with often similar challenges of urban neighbourhoods all over the European Union.

The RegGov network was represented by Brigitte Grandt and Dominik Erbeling (City of Duisburg, DE), Martin Linne (Director of the Department for Urban Development of the City of Duisburg, DE), Hendrik-Jan ter Schegget (City of Nijmegen, NL), Eva Bjurholm (City of Södertälje, SE), Ildiko Csatlos (City of Nyiregyhaza, HU), Viktoria Hegedus (City of Köbanya, HU) and the Lead Expert Petra Potz (Berlin, DE).



*Johannes Hahn,
European Commissioner for Regional Policy*

The conference was introduced by Mr. Johannes Hahn, European Commissioner responsible for Regional Policy. He expressed that "The regional policy reform starting in 2014 could be an opportunity for the cities." But "we need to have concrete projects and results. (...) The URBACT programme has obtained impressive results. We thank you for your commitment and your enthusiasm. You have done exemplary work. URBACT is a key instrument that we need to use more to find effective solutions to spread through European regions."

Charles Picqué, Minister-President of Brussels Capital-Region, and Joseph Postranecky from the URBACT Monitoring Committee welcomed the participants at the Opening Plenary Session.

The conference focused on various themes that all have a major impact on the balanced development of urban areas. These themes have been grouped in ten workshops, each of which addressed a specific aspect of the broad range of URBACT topics. The RegGov network presented two local approaches to the challenges of deprived urban neighbourhoods.

Workshop 5 focused on the role of local stakeholders in the production of Local Action Plans. In this workshop, Ildiko Csatlos from the RegGov partner city Nyiregyhaza (HU) made a presentation about how their Local Support Group was set up, how they started working together first in an informal, and later in a more coordinated way. She also mentioned those areas of intervention where the concerted effort of the local stakeholders could support each other's work and make the intervention programs more effective.

Workshop 5 "The role of local stakeholders in the production of Local Action Plans"

Mrs. Tóth Ildikó Csatlós, City of Nyiregyháza (HU)

Members of Local Support Groups are the main actors of the implementation of the Local Action Plan. In Liege, *Nyiregyháza* stressed that the members of this group have worked for many years on Huszár Estate (RegGov target area). Some foundations, associations, departments of the municipality have provided and organized different services and programs.



In Nyiregyháza we have had a lot of good programs, trainings and different actions, but we could not reach real results in the development of the target area where especially Roma people live. We sometimes worked in parallel, without agreements and common discussions.

Today we know: if we want to help Roma people we have to work together. In the Urbact II RegGov Network we could see a lot of good co-operation and mechanisms from other European cities (e.g. Duisburg, Nijmegen). These co-operations are horizontal and vertical. In Nyiregyhaza there is a good practise of horizontal co-operation. The members of the Local Support Group have regular meetings and they can take part in different programs together. They can disseminate their knowledge and experiences, which are used to elaborate the Local Action Plan.



In the workshop there were 30-40 experts who have heard about the Local Support Group in Nyiregyhaza and the development of the Huszar Estate. This was a very important possibility for an Eastern city in Europe and it was a useful meeting for the participants.

Some of the main conclusions from Workshop 5 can be summarised as follows:

- Having a ULSG structure which consists of sub-groups focusing on particular issues, and a core group which meets frequently to provide strategic direction appears to be an effective way of structuring ULSGs.
- Inviting contributions from people with expert knowledge who are explicitly independent from the municipality can be important. A neutral opinion is valued most by communities who have little trust in their public agencies; hence denying this kind of input, if requested, would appear to undermine the validity of the work of the ULSG.
- Consulting on the Action Plan before it becomes too inflexible was considered to

be essential. An open forum needs to be created and local residents as well as business people must have the opportunity to validate the proposals.

In Workshop 6 the focus of discussion was the integrated approach to managing and regenerating disadvantaged neighbourhoods. Viktoria Hegedus from the RegGov partner city Köbánya/Budapest (HU) made a presentation about the social urban renewal project of the Pongrac housing estate, the target area within RegGov, segregated both socially and physically.

Workshop 6 “Integrated approaches to managing and regenerating disadvantaged neighbourhoods”

Mrs. Viktória Hegedüs, City of Kőbánya (HU)

The RegGov network gave the opportunity to install a Local Support Group (a new experience in this context) and to prepare a Local Action Plan with a catalogue of activities, from the renewal of the housing stock to the revitalisation of the public realm, of social welfare and cultural facilities integrated with "soft" program elements like trainings and small-scale civic projects. This process of building up a stakeholders network (LSG) and the elaboration of the LAP were a huge advantage to be able to participate within a very strict time schedule in a funding scheme of the Central Hungarian Operative Program. The Managing Authority of the Regional Development Programs has supported the project proposal, and decided to fund almost 80 % of the project. This example is to prove the importance of a good vertical integration between different decision-making levels.



The workshop came up with the conclusions that

- there are many facets of integration which have to be seen complementary, in combination, involving the communities;
- horizontal integration means neighbourhood regeneration integrated with local employment initiatives;
- vertical integration is crucial because it can provide political and strategic support.



Discussion on different forms of integration within the experiences and conclusions of the networks involved, especially RegGov and CoNet



Besides the plenary sessions and the series of workshops, the so-called URBACT Café provided a very efficient way to

learn about the other URBACT networks in each member state. The Café was organised around national round-tables where URBACT members from the same country could meet each other and discuss their experiences about their networks. The URBACT Secretariat also asked the participants of the URBACT Café to evaluate the accordant network they had been working in, making suggestions for the future. It was also a rare opportunity to meet people from the Managing Authorities and to share with them some local knowledge about the use of ERDF and ESF funds.

The conference ended with field trips to some local neighbourhoods in Liège and a recently opened community building converted from a mining complex in Genk.

MULTILEVEL URBAN GOVERNANCE CONFERENCE

The URBACT Conference was followed by the European “Multilevel Urban Governance Conference” organised in the same venue under the Belgian Presidency of the EU, on Thursday, December 2, 2010. The conference focussed on “New methods for an integrated urban development strategy on all levels of government” and is an important step towards the elaboration of a road map for Urban Multilevel Governance.

On the European level the importance of an integrated urban policy, including the involvement of all policy levels, has well been emphasized by the Leipzig Charter, which has been approved in 2007 by the ministers of all member states in charge of Urban Policy. According to this Charter, “every level of government – local, regional, national and European – has a responsibility for the future of our cities”. The Toledo Declaration, issued in 2010, goes even beyond that and recommends the development of methods and instruments for an urban multilevel governance. The Multilevel Urban Governance concept clearly occupied a central part in this.

For that, the conference gave the opportunity to all parties involved in urban policy and in the different levels of urban development (neighbourhoods, cities, regions, national and European levels, the scientific world, etc) within Europe to meet and debate with each other, to exchange their knowledge and experiences and to discuss urban challenges and innovative, integrated and sustainable solutions.

The conference consisted of two parts:

1. A plenary part with keynote speakers: Claude Jacquier (France), Director of the National Centre for Scientific Research, and Simon Güntner (Germany), Professor for

Social Science and Social Policy at Hamburg University of Applied Sciences. The plenary session was followed by a discussion panel on the central theme.

2. A series of parallel working groups on applications of multi-level governance. Themes: climate and environment policy, integrated neighbourhood development, structural city-development planning, employment policy, social inclusion and poverty policy.

Brigitte Grandt and Dominik Erbeling (City of Duisburg, DE, RegGov Lead Partner), and Hendrik-Jan ter Schegget from Nijmegen (NL) attended the conference. In the working group focusing on integrated development of neighbourhoods Brigitte Grandt presented the integrated neighbourhood development and the way multilevel governance works in the City of Duisburg and in North Rhine-Westphalia.



After the working groups a final plenary session highlighted the conclusions from the working groups and ideas for urban Multilevel Governance.

IMPRESSIONS FROM THE THIRD THEMATIC SEMINAR

The 3rd Thematic Seminar has been organised between the two cities of Satu Mare (RO) and Nyiregyhaza (HU) from 25-27 October 2010. The seminar dealt with the topic "Elements for successful regeneration. What does it need from the different administrative levels?" and was the last opportunity to meet in a plenary session among all partners before the Final Conference of RegGov in May 2011 in order to elaborate common ideas and conclusions on the strategies for the successful regeneration of deprived neighbourhoods.

Two representatives from the European Commission, Merja Haapakka (DG Regional Policy) and Susan Bird (DG Employment), and Melody Houk from the URBACT Secretariat in Paris as well as representatives from the RegGov partner cities and the associated Managing Authorities participated in the seminar.



*3rd Thematic Seminar,
Working Session in Satu Mare (RO)*

As co-operation mechanisms and regional governance structures in the partner cities and countries are the central topic of the whole network, the 3rd Thematic Seminar focussed on Regional Governance in order to receive an overview on the situation concerning the relation between cities and managing authorities within RegGov.

This is especially related to the production of Local Action Plans and the involvement of Local Support Groups. The main objective of the seminar was an overview of the Local Action Plans of the partners and the experien-

ces made with the co-production of the LAP with Local Support Groups in the neighbourhood and the municipality, in terms of governance.

For the newsletter **Wim Cousijn**, neighbourhood manager in the RegGov partner city Nijmegen (NL), wrote an article on his impressions from the seminar:



Wim Cousijn (City of Nijmegen, NL), Hendrik-Jan ter Schegget (City of Nijmegen, NL), Paul Stein (Province of Gelderland, NL)

As a guest I had the opportunity of visiting the 3rd Thematic Seminar of the RegGov network. Participants of Western and Eastern European countries shared knowledge about regenerating deprived urban areas.

I was told this network meeting would focus on the co-operation between the different administrative levels. During the conference there were representatives of the municipalities, the Managing Authorities (on a more regional level) and the European Commission. Being the Lead Partner of this network, the City of Duisburg (Germany) prepared the conference. To me it seems being the Lead Partner of this kind of networks not only means a lot of work, but also imposes an enormous pressure and responsibility on the lead expert: what you want is a tangible added value as outcome of being together with some 30 people for a few days.

Of course visiting deprived urban areas (as we did) where a Local Action Plan is "on the move", broadens your scope. To me, being in a

city behind what used to be the iron curtain, a kind of shame came over me: the issues in these Eastern European cities were very far from the issues I deal with in Holland. But of course we all knew this and we didn't come to this conference to gain this kind of insight. The added value should be about successful techniques and processes of regenerating these areas.

So my observations are not about what we have been seeing outside, but about being together in a learning context about bureaucracy. What I noticed led to the following thesis:

The main success factor for effectively executing a Local Action Plan is a lot of freedom of movement for the local parties that work together on a neighbourhood level: all higher administrative levels should be of service to these local parties. Only this way there will be room for passion. I am convinced that without passion these enormous challenges cannot be accomplished.



3rd Thematic Seminar, Town Hall of Nyiregyhaza (HU)

For the Managing Authorities this means that they first should try to prevent a large-scale contest between cities of who will get European money. The decision on which cities will or will not get financial support, must be made early in the process on a political level, based on substantial management information about what areas are the most in need. This way we can save time and start the local discussions about what should be done.

The second task of the Managing Authorities is offering all kind of support the municipalities need: Ask the municipalities what they need, how they can be helped. Think of offering knowledge and experience in the fields of analyses, city planning, guidance for involving the participation of Local Support Groups, process planning etc. *Try to stay out of power-based thinking*: try to be really supportive and servile even when your level is "higher".



Susan Bird (EC, DG Employment),
Merja Haapakka (EC, DG Regional Policy)

I think that even the assessment of the quality of the Local Action Plans should not be made on regional or national level but by the local municipality council. In its turn the local municipality council should leave enough freedom of movement to the people that make and execute the plan. Success for a great deal depends on real involvement of the people that benefit from the plans. If you can discover and engage their strengths in the process you will get the kind of flow you need for regenerating these deprived urban areas. This civil participation should never be harassed by administrative bureaucracy: instead all bureaucratic levels must be as supportive as they can not to frustrate the process of execution of renewal plans.

For me being a guest in the RegGov network was very stimulating. I feel I want to share my knowledge and experience about deprived urban areas and I think the European URBACT networks offer a good podium for learning as well as for teaching...

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ROMA INTEGRATION

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IMPRESSIONS FROM THE THIRD MEETING OF CLUSTER 3

The City of Dortmund (DE), member of the regional city network “Socially Integrated City” in North Rhine-Westphalia, has been the host of the third meeting of cluster 3 organized in the framework of the RegGov project. The project partner cities Duisburg (DE), Köbanya/Budapest (HU), Nyíregyháza (HU) and Satu Mare (RO) have participated at this meeting. The location for the meeting was well chosen as the ‘Wichern Cultural and Congress Centre’ has been rehabilitated with European funds and it represents an example of multiculturalism and urban regeneration.



Third meeting of Cluster 3

Cluster 3 focuses on the topic of integration of Roma communities and other deprived categories and excluded groups into the social, cultural and economic life of their cities, and at this meeting particular attention has been given to the intercultural communication and conflict mediation, and to the integration of deprived and excluded groups with examples from all present cities.

Probably the most innovative aspect of this cluster has been the first day of the meeting when Jamie Walker, expert in intercultural communication and conflict mediation, had trained the participants in these fields. The training comprised not only theoretical sessions but also interactive practical exercises through which there have been highlighted the difficulties in intercultural communication.



Field trip to the neighbourhood management of Dortmund-Nordmarkt

There were many things to be learned also from the field trip. The City of Dortmund decided to show the laboratory for additional income focusing on long-term unemployed persons and the neighbourhood management of the Nordmarkt. During this visit the participants could see directly the most crucial problems which the City of Dortmund has to confront with: immigrants and unemployment. The problems in the West European cities are mostly related to immigrants, while in the East European cities they are mostly connected to Roma communities and other deprived categories of citizens, but both types of problems come to the same issues of integration and segregation.

To summarize, the cluster 3 meeting has been a very good opportunity for the partner cities of the RegGov network to exchange ideas on the topic of integration of Roma communities and other deprived and excluded groups, while the good organisation and the hospitality of the organizers have been the basis for the nice atmosphere during the meeting.

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“ROMA” WORKSHOP IN NORTH RHINE-WESTPHALIA (NRW)

Roma Inclusion – European Approaches

Due to the initiative "NRW Fit for Europe" North Rhine-Westphalian cities as well as Duisburg can benefit from the good work in RegGov. Especially the Roma issue is suitable for learning from.

For that, a workshop was held in the city of Düsseldorf (DE) in October 2010. The North Rhine-Westphalian cities were invited to discuss the present situation and approaches of Roma integration together with European partners and NGOs, and also with representatives of the European Commission.

Andor Urmos from the European Commission explained the European strategies and introduced the Roma Pilot Project. The Lead Expert from the URBACT RomaNet, Ann Morton Hyde (UK), talked about her work within the partnership and results achieved until now. Ildiko Csatos and Gabor Orosi from the City of Nyíregyháza (HU), partner city in the RegGov network, presented their long-term experiences. Alvaró Gutierrez from the 'Fundacion Secretariado Gitano' in Spain explained the ACCEDER programme which aims to facilitate the Roma populations' access to employment.

It was the first time discussing the Roma issue with representatives of the cities and Managing Authorities in NRW. The participants discussed the problems in their neighbourhoods and expressed partly their helplessness. The experts have encouraged the cities to focus on their skills and to face the challenges in small steps using approved instruments.

The participants appreciated the exchange of experiences with the European partners and decided to continue talking about the Roma

issue. Therefore, the workshop has been a successful event for North Rhine-Westphalia.



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PRIVATE INVOLVEMENT

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IMPRESSIONS FROM THE THIRD MEETING OF CLUSTER 2

In the midst of the darkest month of December, and coinciding with the Nobel Prize event in Stockholm, the 3rd meeting of Cluster 2 “Public & Private Involvement” took place in Södertälje (SE). Our Cluster friends from the more middle and central parts of Europe - Satu Mare (RO), Nyiregyhaza and Köbanya (HU), Ruda Slaska (PL), Duisburg (DE) and Nijmegen (NL) - might have been somewhat unaccustomed to the persistent low temperature -10 minus! Though, we natives could notice a happy bunch of professional network colleagues enjoying the very white city, as they managed their way through the heaps of snow, between the cluster sessions, the study-visits and the “social cohesion” events. The learning lesson - or rather the outcome - from one of these events - was the creation of the new *European RegGov Network Choir* - performing seasonal and Christmas songs in a number of languages (and cultural flavourings) like Romanian, Hungarian, Polish, German, Flemish and Swedish. *The RegGov Network Choir* is on the look-out for some applicable funding for further development in the coming years!! Anyone out there with an idea where-from?



Snowy City of Södertälje (SE)

The RegGov Network Thematic Expert Dr Petra Potz led us through the sessions of the two days of the Cluster meeting focusing on our experiences and challenges of private involvement and co-production in the management of development in the deprived neighbourhood areas.

The Chairman of the Södertälje Municipal Central Executive Committee, Mr Anders Lago, gave a short welcome and introduction to the City of Södertälje and its main and acute issues of a fast growing population of newly arrived refugees and immigrants from the Middle East and especially Iraq - around 8,000-10,000 persons. Being only a Swedish middle sized city of 85,000 inhabitants, the number of immigrants has put an immense pressure onto the city to care for the welfare of the newcomers with housing, introduction measures - including the Swedish language - basic education, skills training and job opportunities.



Third meeting of Cluster 2

As necessity is the mother of invention, these urgent matters of Södertälje have brought out some innovative solutions when it comes to the measures of establishing the newcomers into the Swedish and Södertälje community. Since the actions of the municipal departments need support from “outside” to be able to succeed in their welfare tasks, Mr Alarik von Hofsten, vice CEO of Municipal Telge Company, gave the Cluster meeting an outline of the joint ventures that have been established between the municipal company and some rather big Swedish and international companies. The new constructions of the joint ventures are for example Telge Manpower with the international recruiting company Manpower; Telge Peab in co-operation with the Swedish housing construction company Peab; Telge

Tillväxt (Growth) in co-operation with a number of private companies in the Stockholm region - Scania, Coop, AstraZeneca, Mekonomen etc.

One of the main reasons for this very concrete co-operation between the public and the private sector is unemployment and the need for job creations through skills training, vocational training, internships etc. The outcome for the companies is, among other factors, a future labour force measured for the tasks within the companies. This is also with regard to a Swedish (and European) lack of labour force, when the population is getting older and there will be a scarcity of skilled workers of all sorts. At the same time, the city of Södertälje has a great need for new housing blocks to cater for a growing population and of regeneration of the housing stock that was built in the 1960's and the 1970's in the suburb areas. For this purpose the public/private company of Telge Peab will hopefully make out a resource for both aims.

To get some physical vision of the targets for the urban area development in Södertälje, the cluster meeting made a field trip to the suburb of Ronna where the chief of police informed the RegGov partners about the policing work in co-operation with the municipality, the local NGOs, tenants associations and the housing companies in the local area.



RegGov target area "Ronna"

As a contrast to the physical appearance of Ronna, a short but relaxing coffee break was held in the Culture House in Järna in the southern outskirts of the municipality. Here is the fourth largest employer of Södertälje situated and centred on an impressive semi-functional and semi-organic architecture and design, which holds both hospitals, alternative medicine production, schools, manufacture, ecological farming and production.

After the presentations on the public & private cooperation status from the RegGov partner cities, there were some conclusions to be made: All the cities are involved in the co-operation with some private entities, be it NGOs, associations or private enterprises/companies of some sort or other. Some of the co-operative efforts are stable, some of them are somewhat loose. There is a strong aim and effort to improve and to develop this pp partnership further and to make it a reality for regeneration issues. Finance and the accessibility to new networks are a strong motivation for both the public as well as the private partner. Though, there is a belief that the public partner should be the "Lead Partner" in the development process.

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REGGOV CALENDAR NEWS

Report on the Third German-speaking URBACT Day in Berlin on 13 December 2010!

The RegGov network was represented at the 3rd German-speaking URBACT Day in Berlin (DE) by Dominik Erbeling from the RegGov Lead Partner, the City of Duisburg, and Petra Potz, RegGov Lead Expert.

The topic of the conference was “Potentials of the European Exchange for the National Urban Development Policy”. The Federal Ministry of Transport, Building and Urban Development of Germany wants to use URBACT in order to provide German expertise to Europe, and also to learn from Europe. Together with the participants the chances of the European exchange of experiences and the potentials of connecting European and national policy approaches were discussed.

After the official opening of the event, Jean-Loup Drubigny, head of the URBACT Secretariat, expressed the current state of play and the perspectives of the URBACT programme. Afterwards Dominik Erbeling as one of three URBACT networks (HerO, REDIS and RegGov) gave a short presentation on the added value of URBACT for integrated neighbourhood and urban development.

Within three following working sessions dealing with the topics:

- Cities as motors for growth and innovation (moderated by Petra Potz)
- Perspectives for deprived urban areas
- Energy efficient urban development

the participants have discussed their experiences with regard to their projects and explained the expectations towards the next call of proposals for URBACT II foreseen in December 2011.

Report on the 8th Open Days 2010

Mr. Attila Tóth, City of Nyíregyháza (HU)

The Open Days 2010 – European Week of Regions and Cities, took place from 4-7 October in Brussels (BE). The event organised by the European Commission and the Committee of the Regions was an opportunity for regions and cities to exchange ideas on the Europe 2020 strategy. Over 6,000 regional and local representatives attended the event: “Europe 2020: Competitiveness, co-operation and cohesion for all regions”.

Mr. Attila Tóth from the Urban Development Department of the Municipality of Nyíregyháza presented the details of the Roma project on the Huszar Estate (target area of Nyíregyháza/RegGov) during these days. The presentation which was attended by about 50-60 participants set about especially the development of the infrastructure (housing, public areas), soft elements and parts of the antisegregation plan. He emphasized that these parts only all together can influence and change life circumstances and quantity of Roma people.

Beyond his presentation and gaining professional experiences in the framework of this event he used the time at his disposal for visiting the illustrious creations of the Western European architecture (main square, European quarter, cathedral, Atomium, parks, etc.), learning from the evolution research (Museum of Natural Science) and consecration on the culinary delights (croissant, restaurant terraces, delicate Belgian fruity beers). It was beautiful!



*Attila Tóth
from
Nyíregyháza
(HU)*

Report on the URBAN Conference in the City of Graz (AT)

The "German-Austrian URBAN-Network" organised a network conference on 14/15 October 2010 in Graz (AT). The event focused on the future of the European Cohesion Policy and integrated urban sprawl development.

In the context of integrated urban sprawl development Mrs Brigitte Grandt representing the RegGov network gave a presentation on different models of co-operation between cities and regional authorities based on the experiences achieved within the RegGov project. Examples of good practice in regional co-operation have also been presented.

A further main topic was the integrated urban development as of 2014 and the adoption of ESF funds. A representative of the European Commission (DG Social Affairs) provided more information on the eligibility of projects for the European Structural Funds.

The event focused on the situation in Germany and Austria, but also related to the situation in cities and neighbourhoods in other European countries. The conference's official language was German.

Third meeting of cluster 1 & 4 – Save the dates!

The date and location for the third meeting of cluster 1 & 4 to continue the common work and discussion on the accordant topics are:

- Cluster 4 "Monitoring Systems"
17/18 Jan 2011 | Nijmegen (NL)
- Cluster 1 "Regional Co-operation"
31 Jan/1 Feb 2011 | Halandri (GR)

Merry Christmas and a happy New Year 2011 !

Dear RegGov friends,

The year draws to a close and Christmas is just around the corner. On this occasion, the RegGov Lead Partner Team wants to thank all of you for your contribution to our good co-operation. It's a pleasure to work with you in our enjoyable and successful partnership. Thank you also for the trust and friendship placed in us.

We are wishing all of you a peaceful and harmonious Christmas time, a prosperous new year and a fruitful continuation of our common project!



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European Union
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