

panorama

info regio

Panorama is DG REGIO's flagship magazine, designed for specialists and those interested in regional policy, it is published once a quarter in 21 EU languages.

The design of the magazine does not respect DG REGIO's visual identity, the magazine has its own design which reflects its editorial structure and objectives. Each issue is divided into two broad sections: one thematic and the other general. The thematic section changes each issue. On theme (for example climate change) is selected for that issue and regional policy's impact on this theme is examined in the first part of the magazine and reflected on the cover. The second part of the magazine contains standard sections dealing with regional policy in general.

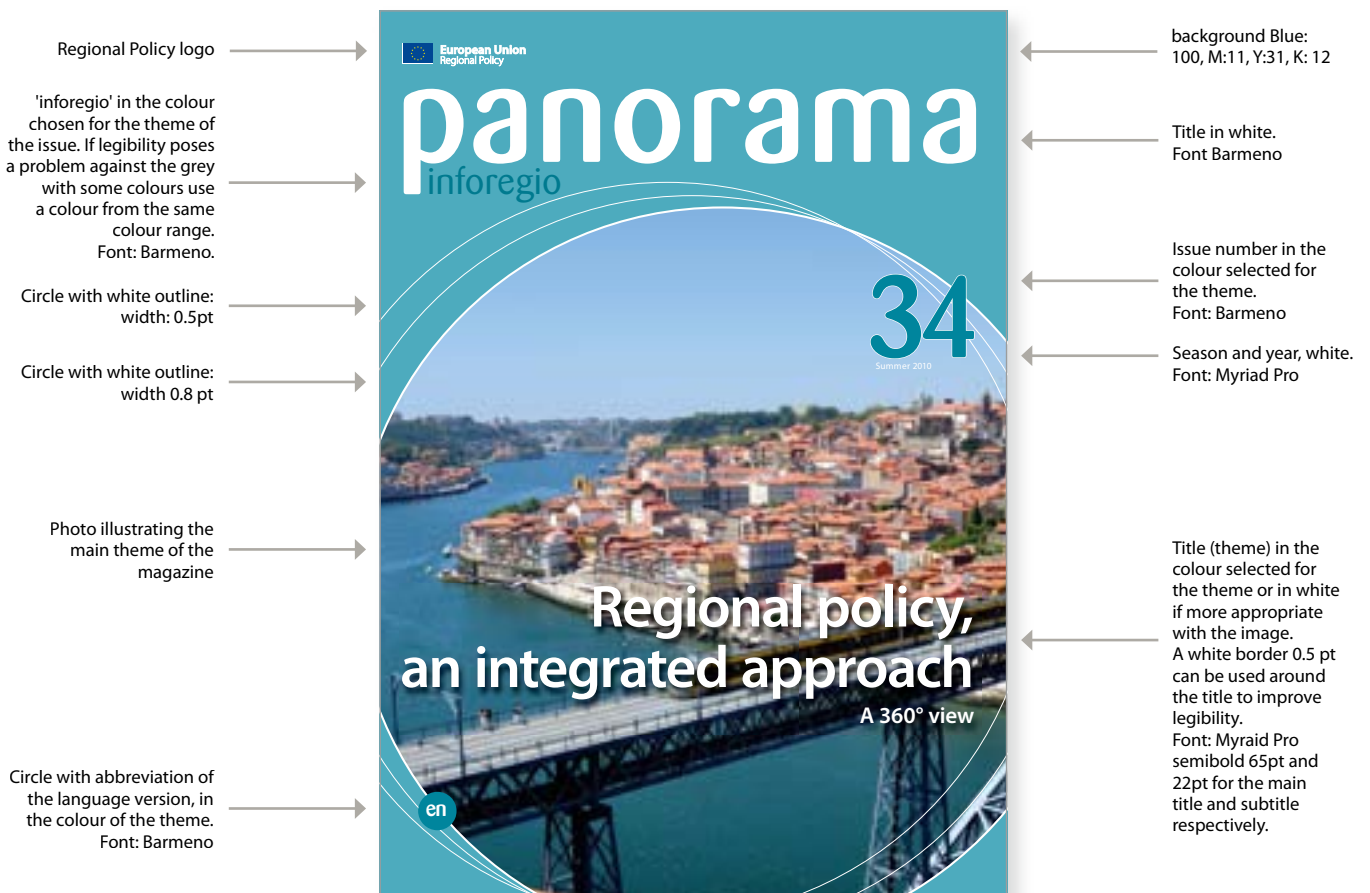
The design of the magazine is the same from issue to issue. The editorial structure should also remain the same, where possible.

COVER

The design of the front cover of the magazine is inspired by the idea of a lens zooming on onto a specific region. The circle of the lens has been left incomplete to the left and right as a nod to the curves of the DG REGIO charter.

The theme of the issue is reflected in the title on the cover page and in the image selected for that page. Ideally, one image should be selected for the cover page in order to convey a clear message to the readership.

Cover page



Colours

There is one standard colour that is used in each issue of the magazine.

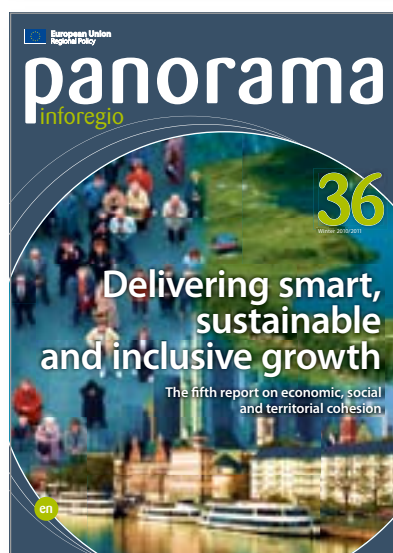
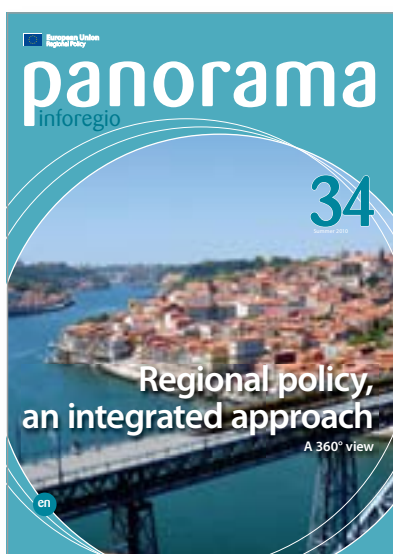


The European blue, with 10% black added: C: 100/M: 80/Y: 0/K: 10

The 'primary' colour (cover and inside pages) changes with issue. The choice of colour is at the designer's discretion, but it should be in harmony both with the cover illustration and the theme of the issue (e.g. green was chosen for climate change, blue for the Baltic Sea edition, and so on).

The 'secondary' colour is used throughout that issue, particularly in the non-thematic articles.

Examples of cover pages



INSIDE

The circle used on the cover page is used in the inside of the layout in a variety of ways to ensure coherence across the magazine. It is used for the table of contents, photos, page numbers, etc.

Two main colours are used inside the magazine: the thematic colour used on the cover page and for the first section of the magazine and the dark blue for the second section of the magazine.

The colour selected for the theme changes with each issue.

Layout Contents

BAND
The band is used on all pages for the heading. Title is in white, band in this case in grey.

THEMATIC SECTION
These articles are all linked to the main theme of the issue and therefore use the colour selected for the theme for the page numbers. (In this case fuschia)

PHOTO
The photo used in the table of contents is part of the cover image.

NON-THEMATIC SECTION
These articles are not linked to the main theme and always use the EU blue in each issue. The page numbers are positioned around the edge of the circle.

CONTENTS

EDITORIAL
Dirk Ahner
3

OVERVIEW
Integrated approach to cohesion policy
4-5

INTERVIEWS
Fabrizio Barca – Brian Robson
6-9

AROUND EUROPE
Projects from Portugal, Hungary, France, Poland, Germany and Belgium
10-13

BAVARIA IN DEPTH
Bavaria: integrated actions help structurally weaker areas achieve their full potential
14-15

COMMON GROUND
Integration in action
16-17

ACROSS THE BOARD
Urban development and integrated policy – Community support for urban development
18-20

SPECIAL FEATURE
The outermost regions – an integrated approach
21

REGIO MATTERS
Cohesion policy: at the heart of the Europe 2020 Strategy
22-23

INSIDE OUR PROJECTS
Inside the Popakademie, Mannheim – Inside the Centre for NanoHealth at Swansea University
24-25

NETWORKING
Shared ideas, shared results (RegioStars 2010, Open Days 2010, Urbact annual conference)
26-27

DIARY DATES – MAKE YOUR VOICE HEARD
28

Cover © EC
Photos:
All photos © EC except page 10 © Miguel Rivas; page 12 © MARE S.A.; page 13 © Stadt Leipzig / CA, Böker and page 14-15, Regensburg © Luftbild Nürnberg, Hejo Dietz.
This magazine is printed in English, French and German on recycled paper.
It is available online in 21 languages at http://ec.europa.eu/regional_development/regions/regions_en.htm
The opinions expressed in this publication are those of the author and do not necessarily reflect the views of the European Commission.

ARTICLE HEADLINES
In the thematic colour (fuschia in this case).
Font: Minion Pro, upper case 13pt
Subtitles: Myriad Pro regular, 10pt

ARTICLE HEADLINES
In the blue for all issues.
Font: Minion Pro, upper case, 13pt
Subtitles: Myriad Pro, 10pt

Elements of the circle are repeated in the background for decorative reasons only.

Font: Myriad Pro regular, 7pt

Circle 14 mm

Circle in white with inside band 3pt in width in the blue.

21 SPECIAL FEATURE
The outermost regions – an integrated approach

22-23 REGIO MATTERS
Cohesion policy: at the heart of the Europe 2020 Strategy

Text for second cover page

Cover : Photos ©EC

All photos ©EC except:

This magazine is printed in English, French and German on recycled paper.

It is available online in 21 languages at

http://ec.europa.eu/regionalpolicy/sources/docgener/panora_en.htm

The opinions expressed in this publication are those of the author and do not necessarily reflect the views of the European Commission.

Example of contents page

CONTENTS

- 1 EDITORIAL
Dik Abner
- 4-5 OVERVIEW
Integrated approach to cohesion policy
- 6-7 INTERVIEWS
Fabricio Barca - Brian Robson
- 8-9 AROUND EUROPE
Projects from Portugal, Hungary, France, Poland, Germany and Belgium
- 10-11 BAVARIA IN DEPTH
German integrated actions help structurally weaker areas achieve their full potential
- 12-13 COMMON GROUND
Integration in action
- 14-15 ACROSS THE BOARD
Urban development and integrated policy - Community support for urban development
- 16-17 SPECIAL FEATURE
The southern regions - an integrated approach
- 18-19 REGIO MATTERS
Cohesion policy at the heart of the Europe 2020 Strategy
- 20-21 INSIDE OUR PROJECTS
Inside the Popadademie, Mannheim - Inside the Centre for Nanotech at Goethe University
- 22-23 NETWORKING
Shared ideas, shared results (RegiStars 2010, Open Days 2010, 10th annual conference)
- 24-25 DIARY DATES - MAKE YOUR VOICE HEARD

Cover: © EC
Illustration: © EC
Photographs: © EC
The opinions expressed in this publication are those of the author and do not necessarily reflect the views of the European Commission.

CONTENTS

- 1 EDITORIAL
Dik Abner
- 4-5 OVERVIEW
Greater social inclusion: a regional perspective
- 6-7 INTERVIEWS
Kerem Dilli - Václav Fureš - Paul Brown
- 8-9 EUROPEAN YEAR 2010
Social inclusion, the fight against poverty
- 10-11 EUROPEAN SOCIAL FUND
Ending the cycle of poverty
- 12-13 EXCLUSION AND URBAN DEVELOPMENT
Social inclusion and cohesion policy - the urban perspective
- 14-15 INCLUSION AND ETHNIC MINORITIES
Social inclusion of ethnic minorities: the case of the Roma
Regional funds helping immigrants into business
- 16-17 JASMINE AND PROGRESS
New EU tools to meet the demand for micro-credit
The case for care in the community
- 18-19 HEALTHCARE AND INCLUSION
Investing in health across borders
Competitive Health Services - Longlife
- 20-21 AROUND EUROPE
ACES - Investing in health across borders
Computer literacy - A window to the future
Innovation - Smart solutions for independent living
Roma inclusion - Campaigning for change
Targeting the most disadvantaged in Hungary
- 22-23 BEHIND THE SCENES
SICF changes - reducing red tape, freeing up funds
- 24-25 INSIDE OUR PROJECTS
Projects without borders: Competitive Health Services - Longlife
- 26-27 NETWORKING
Regions for Economic Change - building sustainable growth
Committee of the Regions Forum on inclusion
- 28-29 DIARY DATES - MAKE YOUR VOICE HEARD

Photographs: Kerem Dilli
Page 1: © EC
Page 2: © EC
Page 3: © EC
Page 4: © EC
Page 5: © EC
Page 6: © EC
Page 7: © EC
Page 8: © EC
Page 9: © EC
Page 10: © EC
Page 11: © EC
Page 12: © EC
Page 13: © EC
Page 14: © EC
Page 15: © EC
Page 16: © EC
Page 17: © EC
Page 18: © EC
Page 19: © EC
Page 20: © EC
Page 21: © EC
Page 22: © EC
Page 23: © EC
Page 24: © EC
Page 25: © EC
Page 26: © EC
Page 27: © EC
Page 28: © EC
Page 29: © EC
Page 30: © EC
Page 31: © EC
Page 32: © EC
Page 33: © EC
Page 34: © EC
Page 35: © EC
Page 36: © EC
Page 37: © EC
Page 38: © EC
Page 39: © EC
Page 40: © EC
Page 41: © EC
Page 42: © EC
Page 43: © EC
Page 44: © EC
Page 45: © EC
Page 46: © EC
Page 47: © EC
Page 48: © EC
Page 49: © EC
Page 50: © EC
Page 51: © EC
Page 52: © EC
Page 53: © EC
Page 54: © EC
Page 55: © EC
Page 56: © EC
Page 57: © EC
Page 58: © EC
Page 59: © EC
Page 60: © EC
Page 61: © EC
Page 62: © EC
Page 63: © EC
Page 64: © EC
Page 65: © EC
Page 66: © EC
Page 67: © EC
Page 68: © EC
Page 69: © EC
Page 70: © EC
Page 71: © EC
Page 72: © EC
Page 73: © EC
Page 74: © EC
Page 75: © EC
Page 76: © EC
Page 77: © EC
Page 78: © EC
Page 79: © EC
Page 80: © EC
Page 81: © EC
Page 82: © EC
Page 83: © EC
Page 84: © EC
Page 85: © EC
Page 86: © EC
Page 87: © EC
Page 88: © EC
Page 89: © EC
Page 90: © EC
Page 91: © EC
Page 92: © EC
Page 93: © EC
Page 94: © EC
Page 95: © EC
Page 96: © EC
Page 97: © EC
Page 98: © EC
Page 99: © EC
Page 100: © EC
Page 101: © EC
Page 102: © EC
Page 103: © EC
Page 104: © EC
Page 105: © EC
Page 106: © EC
Page 107: © EC
Page 108: © EC
Page 109: © EC
Page 110: © EC
Page 111: © EC
Page 112: © EC
Page 113: © EC
Page 114: © EC
Page 115: © EC
Page 116: © EC
Page 117: © EC
Page 118: © EC
Page 119: © EC
Page 120: © EC
Page 121: © EC
Page 122: © EC
Page 123: © EC
Page 124: © EC
Page 125: © EC
Page 126: © EC
Page 127: © EC
Page 128: © EC
Page 129: © EC
Page 130: © EC
Page 131: © EC
Page 132: © EC
Page 133: © EC
Page 134: © EC
Page 135: © EC
Page 136: © EC
Page 137: © EC
Page 138: © EC
Page 139: © EC
Page 140: © EC
Page 141: © EC
Page 142: © EC
Page 143: © EC
Page 144: © EC
Page 145: © EC
Page 146: © EC
Page 147: © EC
Page 148: © EC
Page 149: © EC
Page 150: © EC
Page 151: © EC
Page 152: © EC
Page 153: © EC
Page 154: © EC
Page 155: © EC
Page 156: © EC
Page 157: © EC
Page 158: © EC
Page 159: © EC
Page 160: © EC
Page 161: © EC
Page 162: © EC
Page 163: © EC
Page 164: © EC
Page 165: © EC
Page 166: © EC
Page 167: © EC
Page 168: © EC
Page 169: © EC
Page 170: © EC
Page 171: © EC
Page 172: © EC
Page 173: © EC
Page 174: © EC
Page 175: © EC
Page 176: © EC
Page 177: © EC
Page 178: © EC
Page 179: © EC
Page 180: © EC
Page 181: © EC
Page 182: © EC
Page 183: © EC
Page 184: © EC
Page 185: © EC
Page 186: © EC
Page 187: © EC
Page 188: © EC
Page 189: © EC
Page 190: © EC
Page 191: © EC
Page 192: © EC
Page 193: © EC
Page 194: © EC
Page 195: © EC
Page 196: © EC
Page 197: © EC
Page 198: © EC
Page 199: © EC
Page 200: © EC
Page 201: © EC
Page 202: © EC
Page 203: © EC
Page 204: © EC
Page 205: © EC
Page 206: © EC
Page 207: © EC
Page 208: © EC
Page 209: © EC
Page 210: © EC
Page 211: © EC
Page 212: © EC
Page 213: © EC
Page 214: © EC
Page 215: © EC
Page 216: © EC
Page 217: © EC
Page 218: © EC
Page 219: © EC
Page 220: © EC
Page 221: © EC
Page 222: © EC
Page 223: © EC
Page 224: © EC
Page 225: © EC
Page 226: © EC
Page 227: © EC
Page 228: © EC
Page 229: © EC
Page 230: © EC
Page 231: © EC
Page 232: © EC
Page 233: © EC
Page 234: © EC
Page 235: © EC
Page 236: © EC
Page 237: © EC
Page 238: © EC
Page 239: © EC
Page 240: © EC
Page 241: © EC
Page 242: © EC
Page 243: © EC
Page 244: © EC
Page 245: © EC
Page 246: © EC
Page 247: © EC
Page 248: © EC
Page 249: © EC
Page 250: © EC
Page 251: © EC
Page 252: © EC
Page 253: © EC
Page 254: © EC
Page 255: © EC
Page 256: © EC
Page 257: © EC
Page 258: © EC
Page 259: © EC
Page 260: © EC
Page 261: © EC
Page 262: © EC
Page 263: © EC
Page 264: © EC
Page 265: © EC
Page 266: © EC
Page 267: © EC
Page 268: © EC
Page 269: © EC
Page 270: © EC
Page 271: © EC
Page 272: © EC
Page 273: © EC
Page 274: © EC
Page 275: © EC
Page 276: © EC
Page 277: © EC
Page 278: © EC
Page 279: © EC
Page 280: © EC
Page 281: © EC
Page 282: © EC
Page 283: © EC
Page 284: © EC
Page 285: © EC
Page 286: © EC
Page 287: © EC
Page 288: © EC
Page 289: © EC
Page 290: © EC
Page 291: © EC
Page 292: © EC
Page 293: © EC
Page 294: © EC
Page 295: © EC
Page 296: © EC
Page 297: © EC
Page 298: © EC
Page 299: © EC
Page 300: © EC
Page 301: © EC
Page 302: © EC
Page 303: © EC
Page 304: © EC
Page 305: © EC
Page 306: © EC
Page 307: © EC
Page 308: © EC
Page 309: © EC
Page 310: © EC
Page 311: © EC
Page 312: © EC
Page 313: © EC
Page 314: © EC
Page 315: © EC
Page 316: © EC
Page 317: © EC
Page 318: © EC
Page 319: © EC
Page 320: © EC
Page 321: © EC
Page 322: © EC
Page 323: © EC
Page 324: © EC
Page 325: © EC
Page 326: © EC
Page 327: © EC
Page 328: © EC
Page 329: © EC
Page 330: © EC
Page 331: © EC
Page 332: © EC
Page 333: © EC
Page 334: © EC
Page 335: © EC
Page 336: © EC
Page 337: © EC
Page 338: © EC
Page 339: © EC
Page 340: © EC
Page 341: © EC
Page 342: © EC
Page 343: © EC
Page 344: © EC
Page 345: © EC
Page 346: © EC
Page 347: © EC
Page 348: © EC
Page 349: © EC
Page 350: © EC
Page 351: © EC
Page 352: © EC
Page 353: © EC
Page 354: © EC
Page 355: © EC
Page 356: © EC
Page 357: © EC
Page 358: © EC
Page 359: © EC
Page 360: © EC
Page 361: © EC
Page 362: © EC
Page 363: © EC
Page 364: © EC
Page 365: © EC
Page 366: © EC
Page 367: © EC
Page 368: © EC
Page 369: © EC
Page 370: © EC
Page 371: © EC
Page 372: © EC
Page 373: © EC
Page 374: © EC
Page 375: © EC
Page 376: © EC
Page 377: © EC
Page 378: © EC
Page 379: © EC
Page 380: © EC
Page 381: © EC
Page 382: © EC
Page 383: © EC
Page 384: © EC
Page 385: © EC
Page 386: © EC
Page 387: © EC
Page 388: © EC
Page 389: © EC
Page 390: © EC
Page 391: © EC
Page 392: © EC
Page 393: © EC
Page 394: © EC
Page 395: © EC
Page 396: © EC
Page 397: © EC
Page 398: © EC
Page 399: © EC
Page 400: © EC
Page 401: © EC
Page 402: © EC
Page 403: © EC
Page 404: © EC
Page 405: © EC
Page 406: © EC
Page 407: © EC
Page 408: © EC
Page 409: © EC
Page 410: © EC
Page 411: © EC
Page 412: © EC
Page 413: © EC
Page 414: © EC
Page 415: © EC
Page 416: © EC
Page 417: © EC
Page 418: © EC
Page 419: © EC
Page 420: © EC
Page 421: © EC
Page 422: © EC
Page 423: © EC
Page 424: © EC
Page 425: © EC
Page 426: © EC
Page 427: © EC
Page 428: © EC
Page 429: © EC
Page 430: © EC
Page 431: © EC
Page 432: © EC
Page 433: © EC
Page 434: © EC
Page 435: © EC
Page 436: © EC
Page 437: © EC
Page 438: © EC
Page 439: © EC
Page 440: © EC
Page 441: © EC
Page 442: © EC
Page 443: © EC
Page 444: © EC
Page 445: © EC
Page 446: © EC
Page 447: © EC
Page 448: © EC
Page 449: © EC
Page 450: © EC
Page 451: © EC
Page 452: © EC
Page 453: © EC
Page 454: © EC
Page 455: © EC
Page 456: © EC
Page 457: © EC
Page 458: © EC
Page 459: © EC
Page 460: © EC
Page 461: © EC
Page 462: © EC
Page 463: © EC
Page 464: © EC
Page 465: © EC
Page 466: © EC
Page 467: © EC
Page 468: © EC
Page 469: © EC
Page 470: © EC
Page 471: © EC
Page 472: © EC
Page 473: © EC
Page 474: © EC
Page 475: © EC
Page 476: © EC
Page 477: © EC
Page 478: © EC
Page 479: © EC
Page 480: © EC
Page 481: © EC
Page 482: © EC
Page 483: © EC
Page 484: © EC
Page 485: © EC
Page 486: © EC
Page 487: © EC
Page 488: © EC
Page 489: © EC
Page 490: © EC
Page 491: © EC
Page 492: © EC
Page 493: © EC
Page 494: © EC
Page 495: © EC
Page 496: © EC
Page 497: © EC
Page 498: © EC
Page 499: © EC
Page 500: © EC
Page 501: © EC
Page 502: © EC
Page 503: © EC
Page 504: © EC
Page 505: © EC
Page 506: © EC
Page 507: © EC
Page 508: © EC
Page 509: © EC
Page 510: © EC
Page 511: © EC
Page 512: © EC
Page 513: © EC
Page 514: © EC
Page 515: © EC
Page 516: © EC
Page 517: © EC
Page 518: © EC
Page 519: © EC
Page 520: © EC
Page 521: © EC
Page 522: © EC
Page 523: © EC
Page 524: © EC
Page 525: © EC
Page 526: © EC
Page 527: © EC
Page 528: © EC
Page 529: © EC
Page 530: © EC
Page 531: © EC
Page 532: © EC
Page 533: © EC
Page 534: © EC
Page 535: © EC
Page 536: © EC
Page 537: © EC
Page 538: © EC
Page 539: © EC
Page 540: © EC
Page 541: © EC
Page 542: © EC
Page 543: © EC
Page 544: © EC
Page 545: © EC
Page 546: © EC
Page 547: © EC
Page 548: © EC
Page 549: © EC
Page 550: © EC
Page 551: © EC
Page 552: © EC
Page 553: © EC
Page 554: © EC
Page 555: © EC
Page 556: © EC
Page 557: © EC
Page 558: © EC
Page 559: © EC
Page 560: © EC
Page 561: © EC
Page 562: © EC
Page 563: © EC
Page 564: © EC
Page 565: © EC
Page 566: © EC
Page 567: © EC
Page 568: © EC
Page 569: © EC
Page 570: © EC
Page 571: © EC
Page 572: © EC
Page 573: © EC
Page 574: © EC
Page 575: © EC
Page 576: © EC
Page 577: © EC
Page 578: © EC
Page 579: © EC
Page 580: © EC
Page 581: © EC
Page 582: © EC
Page 583: © EC
Page 584: © EC
Page 585: © EC
Page 586: © EC
Page 587: © EC
Page 588: © EC
Page 589: © EC
Page 590: © EC
Page 591: © EC
Page 592: © EC
Page 593: © EC
Page 594: © EC
Page 595: © EC
Page 596: © EC
Page 597: © EC
Page 598: © EC
Page 599: © EC
Page 600: © EC
Page 601: © EC
Page 602: © EC
Page 603: © EC
Page 604: © EC
Page 605: © EC
Page 606: © EC
Page 607: © EC
Page 608: © EC
Page 609: © EC
Page 610: © EC
Page 611: © EC
Page 612: © EC
Page 613: © EC
Page 614: © EC
Page 615: © EC
Page 616: © EC
Page 617: © EC
Page 618: © EC
Page 619: © EC
Page 620: © EC
Page 621: © EC
Page 622: © EC
Page 623: © EC
Page 624: © EC
Page 625: © EC
Page 626: © EC
Page 627: © EC
Page 628: © EC
Page 629: © EC
Page 630: © EC
Page 631: © EC
Page 632: © EC
Page 633: © EC
Page 634: © EC
Page 635: © EC
Page 636: © EC
Page 637: © EC
Page 638: © EC
Page 639: © EC
Page 640: © EC
Page 641: © EC
Page 642: © EC
Page 643: © EC
Page 644: © EC
Page 645: © EC
Page 646: © EC
Page 647: © EC
Page 648: © EC
Page 649: © EC
Page 650: © EC
Page 651: © EC
Page 652: © EC
Page 653: © EC
Page 654: © EC
Page 655: © EC
Page 656: © EC
Page 657: © EC
Page 658: © EC
Page 659: © EC
Page 660: © EC
Page 661: © EC
Page 662: © EC
Page 663: © EC
Page 664: © EC
Page 665: © EC
Page 666: © EC
Page 667: © EC
Page 668: © EC
Page 669: © EC
Page 670: © EC
Page 671: © EC
Page 672: © EC
Page 673: © EC
Page 674: © EC
Page 675: © EC
Page 676: © EC
Page 677: © EC
Page 678: © EC
Page 679: © EC
Page 680: © EC
Page 681: © EC
Page 682: © EC
Page 683: © EC
Page 684: © EC
Page 685: © EC
Page 686: © EC
Page 687: © EC
Page 688: © EC
Page 689: © EC
Page 690: © EC
Page 691: © EC
Page 692: © EC
Page 693: © EC
Page 694: © EC
Page 695: © EC
Page 696: © EC
Page 697: © EC
Page 698: © EC
Page 699: © EC
Page 700: © EC
Page 701: © EC
Page 702: © EC
Page 703: © EC
Page 704: © EC
Page 705: © EC
Page 706: © EC
Page 707: © EC
Page 708: © EC
Page 709: © EC
Page 710: © EC
Page 711: © EC
Page 712: © EC
Page 713: © EC
Page 714: © EC
Page 715: © EC
Page 716: © EC
Page 717: © EC
Page 718: © EC
Page 719: © EC
Page 720: © EC
Page 721: © EC
Page 722: © EC
Page 723: © EC
Page 724: © EC
Page 725: © EC
Page 726: © EC
Page 727: © EC
Page 728: © EC
Page 729: © EC
Page 730: © EC
Page 731: © EC
Page 732: © EC
Page 733: © EC
Page 734: © EC
Page 735: © EC
Page 736: © EC
Page 737: © EC
Page 738: © EC
Page 739: © EC
Page 740: © EC
Page 741: © EC
Page 742: © EC
Page 743: © EC
Page 744: © EC
Page 745: © EC
Page 746: © EC
Page 747: © EC
Page 748: © EC
Page 749: © EC
Page 750: © EC
Page 751: © EC
Page 752: © EC
Page 753: © EC
Page 754: © EC
Page 755: © EC
Page 756: © EC
Page 757: © EC
Page 758: © EC
Page 759: © EC
Page 760: © EC
Page 761: © EC
Page 762: © EC
Page 763: © EC
Page 764: © EC
Page 765: © EC
Page 766: © EC
Page 767: © EC
Page 768: © EC
Page 769: © EC
Page 770: © EC
Page 771: © EC
Page 772: © EC
Page 773: © EC
Page 774: © EC
Page 775: © EC
Page 776: © EC
Page 777: © EC
Page 778: © EC
Page 779: © EC
Page 780: © EC
Page 781: © EC
Page 782: © EC
Page 783: © EC
Page 784: © EC
Page 785: © EC
Page 786: © EC
Page 787: © EC
Page 788: © EC
Page 789: © EC
Page 790: © EC
Page 791: © EC
Page 792: © EC
Page 793: © EC
Page 794: © EC
Page 795: © EC
Page 796: © EC
Page 797: © EC
Page 798: © EC
Page 799: © EC
Page 800: © EC
Page 801: © EC
Page 802: © EC
Page 803: © EC
Page 804: © EC
Page 805: © EC
Page 806: © EC
Page 807: © EC
Page 808: © EC
Page 809: © EC
Page 810: © EC
Page 811: © EC
Page 812: © EC
Page 813: © EC
Page 814: © EC
Page 815: © EC
Page 816: © EC
Page 817: © EC
Page 818: © EC
Page 819: © EC
Page 820: © EC
Page 821: © EC
Page 822: © EC
Page 823: © EC
Page 824: © EC
Page 825: © EC
Page 826: © EC
Page 827: © EC
Page 828: © EC
Page 829: © EC
Page 830: © EC
Page 831: © EC
Page 832: © EC
Page 833: © EC
Page 834: © EC
Page 835: © EC
Page 836: © EC
Page 837: © EC
Page 838: © EC
Page 839: © EC
Page 840: © EC
Page 841: © EC
Page 842: © EC
Page 843: © EC
Page 844: © EC
Page 845: © EC
Page 846: © EC
Page 847: © EC
Page 848: © EC
Page 849: © EC
Page 850: © EC
Page 851: © EC
Page 852: © EC
Page 853: © EC
Page 854: © EC
Page 855: © EC
Page 856: © EC
Page 857: © EC
Page 858: © EC
Page 859: © EC
Page 860: © EC
Page 861: © EC
Page 862: © EC
Page 863: © EC
Page 864: © EC
Page 865: © EC
Page 866: © EC
Page 867: © EC
Page 868: © EC
Page 869: © EC
Page 870: © EC
Page 871: © EC
Page 872: © EC
Page 873: © EC
Page 874: © EC
Page 875: © EC
Page 876: © EC
Page 877: © EC
Page 878: © EC
Page 879: © EC
Page 880: © EC
Page 881: © EC
Page 882: © EC
Page 883: © EC
Page 884: © EC
Page 885: © EC
Page 886: © EC
Page 887: © EC
Page 888: © EC
Page 889: © EC
Page 890: © EC
Page 891: © EC
Page 892: © EC
Page 893: © EC
Page 894: © EC
Page 895: © EC
Page 896: © EC
Page 897: © EC
Page 898: © EC
Page 899: © EC
Page 900: © EC
Page 901: © EC
Page 902: © EC
Page 903: © EC
Page 904: © EC
Page 905: © EC
Page 906: © EC
Page 907: © EC
Page 908: © EC
Page 909: © EC
Page 910: © EC
Page 911: © EC
Page 912: © EC
Page 913: © EC
Page 914: © EC
Page 915: © EC
Page 916: © EC
Page 917: © EC
Page 918: © EC
Page 919: © EC
Page 920: © EC
Page 921: © EC
Page 922: © EC
Page 923: © EC
Page 924: © EC
Page 925: © EC
Page 926: © EC
Page 927: © EC
Page 928: © EC
Page 929: © EC
Page 930: © EC
Page 931: © EC
Page 932: © EC
Page 933: © EC
Page 934: © EC
Page 935: © EC
Page 936: © EC
Page 937: © EC
Page 938: © EC
Page 939: © EC
Page 940: © EC
Page 941: © EC
Page 942: © EC
Page 943: © EC
Page 944: © EC
Page 945: © EC
Page 946: © EC
Page 947: © EC
Page 948: © EC
Page 949: © EC
Page 950: © EC
Page 951: © EC
Page 952: © EC
Page 953: © EC
Page 954: © EC
Page 955: © EC
Page 956: © EC
Page 957: © EC
Page 958: © EC
Page 959: © EC
Page 960: © EC
Page 961: © EC
Page 962: © EC
Page 963: © EC
Page 964: © EC
Page 965: © EC
Page 966: © EC
Page 967: © EC
Page 968: © EC
Page 969: © EC
Page 970: © EC
Page 971: © EC
Page 972: © EC
Page 973: © EC
Page 974: © EC
Page 975: © EC
Page 976: © EC
Page 977: © EC
Page 978: © EC
Page 979: © EC
Page 980: © EC
Page 981: © EC
Page 982: © EC
Page 983: © EC
Page 984: © EC
Page 985: © EC
Page 986: © EC
Page 987: © EC
Page 988: © EC
Page 989: © EC
Page 990: © EC
Page 991: © EC
Page 992: © EC
Page 993: © EC
Page 994: © EC
Page 995: © EC
Page 996: © EC
Page 997: © EC
Page 998: © EC
Page 999: © EC
Page 1000: © EC

TABLE OF CONTENTS

- 1 EDITORIAL
Dik Abner
- 4-5 OVERVIEW
Cohesion policy bolsters Europe 2020 Strategy
- 6-7 INTERVIEW
Johannes Hahn, European Commissioner for Regional Policy
- 8-9 DEVELOPMENT FOR ALL
Cohesion policy benefits all regions
- 10-11 LESS ADVANTAGED REGIONS
Fostering economic balance
- 12-13 RETHINKING GOVERNANCE
Bringing cohesion policy closer to Europeans
- 14-15 GDP AND BEYOND
How to measure progress
- 16-17 IMPACT OF COHESION POLICY
Solid evidence of positive results
- 18-19 VIEW FROM OUTSIDE
Poul Christensen, Chairman of the Danish Structural Funds Monitoring Committee
Philip McGinnis, Special Adviser to the European Commissioner for Regional Policy
- 20-21 MAKING THE REPORT
Putting it together - 6th Cohesion Report
- 22-23 NEXT STEPS
Public consultation on the 6th Cohesion Report
- 24-25 BEHIND THE SCENES
Test your knowledge - take the cohesion quiz
- 26-27 DIARY DATES
MAKE YOUR VOICE HEARD

Photographs: Dik Abner
Page 1: © EC
Page 2: © EC
Page 3: © EC
Page 4: © EC
Page 5: © EC
Page 6: © EC
Page 7: © EC
Page 8: © EC
Page 9: © EC
Page 10: © EC
Page 11: © EC
Page 12: © EC
Page 13: © EC
Page 14: © EC
Page 15: © EC
Page 16: © EC
Page 17: © EC
Page 18: © EC
Page 19: © EC
Page 20: © EC
Page 21: © EC
Page 22: © EC
Page 23: © EC
Page 24: © EC
Page 25: © EC
Page 26: © EC
Page 27: © EC
Page 28: © EC
Page 29: © EC
Page 30: © EC
Page 31: © EC
Page 32: © EC
Page 33: © EC
Page 34: © EC
Page 35: © EC
Page 36: © EC
Page 37: © EC
Page 38: © EC
Page 39: © EC
Page 40: © EC
Page 41: © EC
Page 42: © EC
Page 43: © EC
Page 44: © EC
Page 45: © EC
Page 46: © EC
Page 47: © EC
Page 48: © EC
Page 49: © EC
Page 50: © EC
Page 51: © EC
Page 52: © EC
Page 53: © EC
Page 54: © EC
Page 55: © EC
Page 56: © EC
Page 57: © EC
Page 58: © EC
Page 59: © EC
Page 60: © EC
Page 61: © EC
Page 62: © EC
Page 63: © EC
Page 64: © EC
Page 65: © EC
Page 66: © EC
Page 67: © EC
Page 68: © EC
Page 69: © EC
Page 70: © EC
Page 71: © EC
Page 72: © EC
Page 73: © EC
Page 74: © EC
Page 75: © EC
Page 76: © EC
Page 77: © EC
Page 78: © EC
Page 79: © EC
Page 80: © EC
Page 81: © EC
Page 82: © EC
Page 83

Layout Editorial

BAND - SECTION TITLE
Title of the section in white. Background colour is the colour selected for the theme (fuschia for this issue).
Font: Minion Pro in upper case.

PHOTO
Portrait of the person responsible for the editorial.

Font: Myriad Pro italic, 10pt
Line spacing: 15pt

EDITORIAL

QUOTE IN CIRCLE
Speechmarks in Barmeno font
Text: Myriad Pro semibold, 10pt
Colour: at the discretion of the designer.

Elements of the circle are repeated in the background for decorative reasons only.

Box: 205 x 198 mm.
Colour: thematic colour selected for the issue.

Issue number at the bottom of each page.
Grey: C: 10, M:0, Y:0, K: 50
Font: Barmeno medium, 8pt

Examples of Editorial

EDITORIAL



A European Union Strategy for the Baltic Sea Region: from words to actions

The EU Strategy for the Baltic Sea Region is a way of working together in the Union. Regions in eight Member States, nearly 100 different people, all do their job to plan, promote and implement activities that lead to their colleagues and institutions are working in the same way towards the same goals. This will enable the Baltic Sea Region to enjoy a sustainable environment and create economic and social development.

Working together
The strategy was developed by the European Council following work by the European Parliament. As you will read in this edition of Panorama, the strategy has benefited from an exceptional level of agreement from partners and stakeholders at every level. Working together, we can make better use of the money and other resources available to improve the region's future. Education and training will be focused more effectively and the benefits of EU regulations spread to all those living in the region.

Key issues
An action plan, comprising the Commission's joint forward projects that will lead the way to meeting its identified priorities. The projects cover investments in the environment (e.g. protecting nature and developing ports in the Baltic Sea), efforts to increase prosperity (e.g. promoting entrepreneurship) better accessibility (e.g. improving transport links), and preserving safety and security (e.g. border control) and regional development (e.g. investment in infrastructure) and their success will be the success of the strategy as a whole, depends on the way systems in the region and the support from the higher political levels in countries. The strategy offers a framework to be followed, providing a common goal that they are looking to achieve. Baltic Sea Region. The action plan of Panorama shows how the strategy promotes to unleash the region's potential.

The Commission, the European Parliament, the Member States and all the stakeholders in the region are exploring a new way of working together. A way that is based on a spirit of co-operation, co-ordination, leadership and of mutual co-operation to achieve the objectives of a region. This means regional strategy, joint calls to all the Member States and regional partners, who specific actions. There is a need for positive change. The success of such actions will be framed by the engagement of partners to act.



Dick Abner
Director General, European Commission
Directorate General for Regional Policy

panorama 10 1

EDITORIAL



Climate change – universal impact, regional effects

The main challenge our planet faces today is the impact of climate change – a global threat with very different faces. From flood to drought the way we are touched by the changes that are taking us to the future and those who will not be there, varies depending on the region in which we live. And in all regions, we need to be looking at the impact of climate change. When governments together in Copenhagen at the 17th United Nations Conference on Climate Change in 2009 agreed on limiting the increase in global average temperature to 2 degrees Celsius, the region are working now on helping people to adapt to the inevitable changes to come.

An assessment and political advice on climate change, Jimmy Abner, explains, regional development is crucial in this context because it shows that the strategy is about the Member States to bear more of the burden on what needs to be done to curb the discharge of emissions and how the final industrial emissions based on distribution and the Commission's policies, needs to get under way if we are to avoid a chance of keeping emissions down to a safe level.

Assessment in this edition of Panorama are the recent changes made to the European Regional Development Fund which can finance regional energy, efficient investment building. These Member States, countries, choice, up to the EU level can be used to further this vital goal.

The impact of rising global temperatures are with us now. As weather patterns become more extreme and public health the threat of these events and emerging diseases, a Regional Policy that is flexible enough to support European facing the challenge of adaptation to a constantly changing situation.



Dick Abner
Director General, European Commission
Directorate General for Regional Policy

panorama 11 1

EDITORIAL



Communication: making every word count

All over Europe thousands of them have changed as a result of progress toward the Regional Policy approach to working together in the Union. This movement means communication, and also, defined every project there is a way to tell a story that has been successful than has through jobs into the community, support the environment, better education, the better people prosper to prosper, healthy, better lives for the people. This is the story that has been successful for the people of the region. The success of the Regional Policy approach to working together in the Union, depends on the way systems in the region and the support from the higher political levels in countries. The strategy offers a framework to be followed, providing a common goal that they are looking to achieve. Baltic Sea Region. The action plan of Panorama shows how the strategy promotes to unleash the region's potential.

However, there remains a challenge, what is now benefits from these progress, why do the regions? There are a number of reasons for this. The first is that the strategy is working an increasing topic, regions tend to undergo the significance of the EU context and contribution and not all staff have the time to read and understand what the relevant knowledge, leads in time that is a constant contribution.

What can be done? While there is widespread agreement on the need to put a human story at the center of communication about the Regional Policy, this is not always practical. However, the example of some regions, about a story featuring well the people requires that the Regional Policy and that story is to be told. The story is to be told by communication officers, with its annual conference and to website, provides a good opportunity to inform and learn from the experiences of other regions, with their website content and articles. People can profit from the experience of the Inform Network to get Regional Policy's worthwhile message across faster.

The issue of financing considers why the need for effective communication is so pressing, how you know what others are up to, and questions journalists about when makes them there for the headlines and getting going.

The time in which communicating with the public at large was left to chance, a necessary consideration, should be a thing of the past. Now, let's all go on a gear and the wheel about getting the story of the successful policy out. We know how valuable our policy is, we each expect everyone else to support it unless they hear more about its success.



Dick Abner
Director General, European Commission
Directorate General for Regional Policy

panorama 12 1

LEDER



Regional Policy approach to working together in the Union. This movement means communication, and also, defined every project there is a way to tell a story that has been successful than has through jobs into the community, support the environment, better education, the better people prosper to prosper, healthy, better lives for the people. This is the story that has been successful for the people of the region. The success of the Regional Policy approach to working together in the Union, depends on the way systems in the region and the support from the higher political levels in countries. The strategy offers a framework to be followed, providing a common goal that they are looking to achieve. Baltic Sea Region. The action plan of Panorama shows how the strategy promotes to unleash the region's potential.

However, there remains a challenge, what is now benefits from these progress, why do the regions? There are a number of reasons for this. The first is that the strategy is working an increasing topic, regions tend to undergo the significance of the EU context and contribution and not all staff have the time to read and understand what the relevant knowledge, leads in time that is a constant contribution.

What can be done? While there is widespread agreement on the need to put a human story at the center of communication about the Regional Policy, this is not always practical. However, the example of some regions, about a story featuring well the people requires that the Regional Policy and that story is to be told. The story is to be told by communication officers, with its annual conference and to website, provides a good opportunity to inform and learn from the experiences of other regions, with their website content and articles. People can profit from the experience of the Inform Network to get Regional Policy's worthwhile message across faster.

The issue of financing considers why the need for effective communication is so pressing, how you know what others are up to, and questions journalists about when makes them there for the headlines and getting going.

The time in which communicating with the public at large was left to chance, a necessary consideration, should be a thing of the past. Now, let's all go on a gear and the wheel about getting the story of the successful policy out. We know how valuable our policy is, we each expect everyone else to support it unless they hear more about its success.



Dick Abner
Director General, European Commission
Directorate General for Regional Policy

panorama 14 1

Layout inside pages

Thematic section

The sections linked to the main theme of the issue use the thematic colour for key elements: part of title, subtitles, pullout quotes.

MAIN TITLE

Myriad Pro light, upper case.
Body: 27pt
Line spacing: 40pt
First line of the title in white, second in the thematic colour.

STANDFIRST

Myriad Pro bold
Body: 11pt
Line spacing: 14pt
Couleur: grey: C: 10, M:0, Y:0, K: 50

If a photo or block of colour is placed over the band use a white outline around the circle of 0.5pt to 1pt.

The main band is used across each page. This band is usually in the same grey as that used on the cover page. However, another colour or image can be used at the designer's discretion.

OVERVIEW
INTEGRATED APPROACH TO COHESION POLICY

In recent years, the debate about European cohesion policy has focused on its benefits as an 'integrated approach' towards policy-making. But what does it really mean? This issue of the Panorama magazine sets out to explain what the integrated approach is all about.

Where does the idea stem from?
The integrated approach dates back to the origins of European cohesion policy in 1957 when the founding six countries signed the Treaty of Rome, their aim was 'to strengthen the unity of their economies and to ensure their harmonious development by reducing the differences existing between the various regions and the backwardness of the less favoured regions'. This aim was inspired by concern that some less developed regions would not be able to benefit from further market integration.

Successive enlargements have substantially increased regional disparities in the EU. In 1986, as Greece, Spain and Portugal joined the Union, the proportion of the population living in a region with GDP per head below 50% of the EU average, jumped from 12.5% to 20%. The last two enlargements, dramatically increased regional differences in levels of development and further strengthened the need for a policy that promotes development in all regions.

The Lisbon Treaty explicitly recognises territorial cohesion as a fundamental objective of the Union, in addition to economic and social cohesion. This implies that territory matters and Community policies, including the objectives outlined in the Europe 2020 Strategy, should give more consideration to their territorial impact.

The integrated approach emphasises that promoting development requires close coordination of public policies. For example, both investments in infrastructure and investments in education and innovation can contribute to development. Such coordination, however, can only effectively happen at the regional level since factors of growth vary so much between regions. As a result, cohesion policy relies primarily on integrated regional development strategies.

The current context
In recent years, European cohesion policy has adopted a new model in regional economic development. It has evolved from a policy aimed at compensating regions for their disadvantages, to a policy designed to improve regional growth and competitiveness. This is where the integrated approach can

be extremely valuable. Singling out one policy area, say for example transport, does not make sense without taking into account environmental, social and other economic policy areas. Recent research has shown that economic growth does not simply depend on the availability of resources but on how to effectively manage interdependent factors of growth. A 2009 OECD report, for example, argued that improvements in infrastructure on their own do not automatically lead to higher growth. However, when combined with improvements in education and innovation, the impact of infrastructure investment on growth becomes significant.

Similarly, even research and development is concentrated on one particular area or region, it does not necessarily imply that the benefits will be felt only within the region in question. The performance of one region in one particular sector can often be closely linked to the performance of another. In this respect, regional economic development strategies need to avoid being developed in isolation.

But how do all these aims fit together?
The overarching objective of European cohesion policy has always been to promote the harmonious development of the Union and its regions. In this respect, it makes an important contribution to the three strategic objectives of the Europe 2020 Strategy:

- Smart growth, by increasing competitiveness especially in less developed regions;
- Inclusive growth, by promoting employment and improving people's well-being;
- Green growth, by protecting and enhancing environmental quality.

Integration and place-based policies
So how does the integrated approach fit in with a territorially-based policy such as European cohesion policy? The day-to-day implementation of European cohesion policy programmes underlines the need to work with multiple levels of government. By working closely together at European, national, regional and local level, European cohesion policy can increase the consistency and synergy between different policies. This can also contribute to the spread of good practices.

The territorial approach also highlights the need to work with a more flexible sense of geography which may be small, as in the case of metropolitan regions or macro regions such as the Baltic Sea. For example, some cohesion policy programmes may set out to improve access to broadband in parts of their region where the return on the necessary investment is not high enough to motivate companies to go alone. Other programmes may need to have a transregional dimension allowing them to create a shared strategy for a functional area. Geography continues to matter.

Integration presents its own challenges
Finally, an integrated approach also presents challenges for those working on the ground. Adopting an integrated approach towards regional economic development requires policy-makers to harness programme strategies that address real needs, without being diverted by the relative ease of spending resources on individual sectors.

This requires setting objectives and targets based on an analysis of the challenges faced by the region itself. For example, the role of a transport system in facilitating the achievement of wider economic, social and environmental objectives needs to be considered, possibly on a national basis.

Local strategies should not be formulated in isolation but need to consider strategies that are implemented in other areas, such as neighbouring regions for example. Here, European cohesion policy has experience in supporting the development of trans-regional coordination schemes which are needed to help EU regions interact and exploit their synergies. For example, an integrated approach, with coordination of actions across policy areas, will achieve better results than individual initiatives.

Image Captions:
A view of the centre for the Biomethane of Madrid, Extremadura, Spain.
The Estação do Divisoro region, Lisbon, Portugal.
Protecting the Baltic coastline.

SUB-TITLE

Myriad Pro semibold
Body: 12pt
Line spacing: 15pt

MAIN TEXT

Myriad Pro regular
Body: 9pt
Line spacing: 12pt

PAGE NUMBER

The page number is placed in the centre of a circle. The circle is in the thematic colour. Font: Barmeno medium 8pt

SECTION HEADING

Band 20mm from the edge of the page

GREY BAND

10mm from the edge of the page

MARGINS

OVERVIEW
INTEGRATED APPROACH TO COHESION POLICY

In recent years, the debate about European cohesion policy has focused on its benefits as an 'integrated approach' towards policy-making. But what does it really mean? This issue of the Panorama magazine sets out to explain what the integrated approach is all about.

Where does the idea stem from?
The integrated approach dates back to the origins of European cohesion policy in 1957 when the founding six countries signed the Treaty of Rome, their aim was 'to strengthen the unity of their economies and to ensure their harmonious development by reducing the differences existing between the various regions and the backwardness of the less favoured regions'. This aim was inspired by concern that some less developed regions would not be able to benefit from further market integration.

Successive enlargements have substantially increased regional disparities in the EU. In 1986, as Greece, Spain and Portugal joined the Union, the proportion of the population living in a region with GDP per head below 50% of the EU average, jumped from 12.5% to 20%. The last two enlargements, dramatically increased regional differences in levels of development and further strengthened the need for a policy that promotes development in all regions.

The Lisbon Treaty explicitly recognises territorial cohesion as a fundamental objective of the Union, in addition to economic and social cohesion. This implies that territory matters and Community policies, including the objectives outlined in the Europe 2020 Strategy, should give more consideration to their territorial impact.

The integrated approach emphasises that promoting development requires close coordination of public policies. For example, both investments in infrastructure and investments in education and innovation can contribute to development. Such coordination, however, can only effectively happen at the regional level since factors of growth vary so much between regions. As a result, cohesion policy relies primarily on integrated regional development strategies.

The current context
In recent years, European cohesion policy has adopted a new model in regional economic development. It has evolved from a policy aimed at compensating regions for their disadvantages, to a policy designed to improve regional growth and competitiveness. This is where the integrated approach can

be extremely valuable. Singling out one policy area, say for example transport, does not make sense without taking into account environmental, social and other economic policy areas. Recent research has shown that economic growth does not simply depend on the availability of resources but on how to effectively manage interdependent factors of growth. A 2009 OECD report, for example, argued that improvements in infrastructure on their own do not automatically lead to higher growth. However, when combined with improvements in education and innovation, the impact of infrastructure investment on growth becomes significant.

Similarly, even research and development is concentrated on one particular area or region, it does not necessarily imply that the benefits will be felt only within the region in question. The performance of one region in one particular sector can often be closely linked to the performance of another. In this respect, regional economic development strategies need to avoid being developed in isolation.

But how do all these aims fit together?
The overarching objective of European cohesion policy has always been to promote the harmonious development of the Union and its regions. In this respect, it makes an important contribution to the three strategic objectives of the Europe 2020 Strategy:

- Smart growth, by increasing competitiveness especially in less developed regions;
- Inclusive growth, by promoting employment and improving people's well-being;
- Green growth, by protecting and enhancing environmental quality.

Integration and place-based policies
So how does the integrated approach fit in with a territorially-based policy such as European cohesion policy? The day-to-day implementation of European cohesion policy programmes underlines the need to work with multiple levels of government. By working closely together at European, national, regional and local level, European cohesion policy can increase the consistency and synergy between different policies. This can also contribute to the spread of good practices.

The territorial approach also highlights the need to work with a more flexible sense of geography which may be small, as in the case of metropolitan regions or macro regions such as the Baltic Sea. For example, some cohesion policy programmes may set out to improve access to broadband in parts of their region where the return on the necessary investment is not high enough to motivate companies to go alone. Other programmes may need to have a transregional dimension allowing them to create a shared strategy for a functional area. Geography continues to matter.

Integration presents its own challenges
Finally, an integrated approach also presents challenges for those working on the ground. Adopting an integrated approach towards regional economic development requires policy-makers to harness programme strategies that address real needs, without being diverted by the relative ease of spending resources on individual sectors.

This requires setting objectives and targets based on an analysis of the challenges faced by the region itself. For example, the role of a transport system in facilitating the achievement of wider economic, social and environmental objectives needs to be considered, possibly on a national basis.

Local strategies should not be formulated in isolation but need to consider strategies that are implemented in other areas, such as neighbouring regions for example. Here, European cohesion policy has experience in supporting the development of trans-regional coordination schemes which are needed to help EU regions interact and exploit their synergies. For example, an integrated approach, with coordination of actions across policy areas, will achieve better results than individual initiatives.

Image Captions:
A view of the centre for the Biomethane of Madrid, Extremadura, Spain.
The Estação do Divisoro region, Lisbon, Portugal.
Protecting the Baltic coastline.

CAPTION

Font: Myriad pro bold semi condensed, 7pt

Layout inside pages

Non-thematic section

The same general principles apply to these pages, but the blue is used as the dominant colour rather than the thematic colour i.e. the elements that are in fuschia on the previous page are now in blue.

Page numbers are in a grey circle with a blue 3 pt outline.

INTERVIEWS

FABRIZIO BARCA

DI Fabrizio Barca is Director General of the Ministry of Economy and Finance in Italy

Barca is now special advisor to the EU Commission, a university lecturer in political sciences in Paris and has written extensively on corporate governance and Italian history.

In your report on the future of cohesion policy you described the policy as 'place-based'. As such, how does an integrated approach to policy-making feed into that? Is there a connection between those two ways of looking at policy-making?

A 'place-based' approach is a policy strategy aimed at promoting development from outside the place by means of interventions related to contacts, innovation among different sectoral interventions is a component of place-based policy-making, together with contacts, multi-level governance and partnership.

Integration requires a place-based approach, because you cannot manage different local interventions any other way but at ground level. You can have sectoral cooperation in the context of a business, a national plan, but an integration will only be theoretical. It is only at project level that you take account of the specificity of a given place and you do that only once or four different times at most. Can the job?

In your paper 'The Union and Cohesion Policy – Thoughts for Tomorrow' you outline a series of challenges facing the EU, such as natural, economic and social challenges. Could you explain how you see an integrated approach to these issues can help and why?

There are several reasons why an integrated approach. The first challenge is that we are talking about a place-based by nature. Both climate change and migration challenges, along with the need to invest, for example, in research, are problems we can only really see at ground level.

The second reason follows on from that: in order to tackle current challenges you need to combine nature and diverse knowledge, not based on a particular contact, with the knowledge that is held by the very agents which operate at local level. It is local expertise that is also needed and we need an approach that extracts it.

The third element to do with this delivery, we have learned in both the US and in Europe that the way to be effective in policy is to never debate yourself into thinking that you have found a permanent solution. There are no permanent solutions. However effective a policy is, it will turn ineffective very soon, because people will learn how to find a way to work around it. So experimentation is the key way to approach, solve and run policy – experimentation being defined as a policy which allows people to experiment with solutions and to monitor, discuss and express consent or dissent. Once again, a place-based approach is the right policy space for experimentation.

You talk of need for a clear and explicit distinction between policy interventions, aimed at increasing income and growth and those aimed at reducing inequalities. Doesn't that run contrary to an integrated approach?

The objectives of any development policy are both equity and efficiency of social inclusion, which refers to multi-dimensional aspects of social inclusion, and full utilization of capacity, which is the efficiency stand. The question that economic has to think that the very process of doing so deliver social inclusion also explain the failure to deliver full utilization of capacity?

It is indeed true that a place where the institutions and the capacity are weak means the opportunity for innovators to do the wrong thing. The same may be the case when the 'old guard' remain in place, leading to institutional stagnation.

A place-based policy properly defined will change the institutions and have an effect on innovation – but only over the long term. Although the same may be the case when the 'old guard' that by improving inclusion you will necessarily boost capacity of the area. For too long we have been looking at the social approach under the efficiency agenda, we have been claiming we can do both at once, but it is not true.

Furthermore, and more importantly, it is not the case that the interventions, which first address one issue are also best at addressing the other. A concrete example: imagine you have a region that is suffering under a bad education system and a missing regional funding to improve the quality of education it offers. You have the top heavy, potentially robust university students who leave the country they are efficient and the quality improved. You also have a majority of school leavers who quit at the qualification level.

Where do you channel the money? If you invest in the academic, fully gifted and their opportunities and ideas you will ensure a positive impact on research and innovation within a short turnaround time. You will boost your region's competitiveness. If you invest in the under-qualified school leavers you will do nothing to address innovation in the region, but you will contribute to the social inclusion because these guys will be better citizens in two or three years' time and a better for themselves and those around them.

Development includes both and coherent policy should cover both, but they should be addressed by clearly defined, separate interventions which are declared to be either for one or the other.

There is one more reason to do that and it has to do with achieving results. If you claim an aim both at social justice, administrators at the local level will not say very clearly what they are aiming at. They will escape monitoring and verification of their results. By clearly distinguishing the different targets we can see what is happening much more clearly.

Evaluation is currently under the spotlight – won't integrated policy-making be harder to evaluate?

The biggest problem is 'yes' – the quantitative, rigorous, evidence-based measurement is made harder by non-quantifiable, integrating different sectoral interventions means that interventions are multi-component. In order to improve the opportunities for children in a difficult area, you need to put together a package including the quality of teaching, the security of the kids at school and in the streets, their health and so on.

Having the best presents you with a problem: you need to know which one of the components works, you come up with the answer that the package worked but you would like to know why and how exactly. Couldn't one of the things have been done without the other?

So it is a bit of a challenge, but experimentation – which is allowed under a place-based approach – is the answer because it encourages open, honest discussion with those in the area. It is a real-time, collaborative laboratory which permits room for failure.

46 Integration requires a place-based approach

AROUND EUROPE

Creative clusters – creativity as a driving force

Óbidos in Portugal is a popular tourist destination, well-known for its medieval architecture. This picturesque town and its surroundings are buzzing with creativity: a creative cluster is providing the region with fresh business ideas which in turn produce spill-over effects for the traditional tourist economy.

Óbidos' old Saint Michael's Convent has been refurbished to house the ABC Support System, an organisation offering help to creative entrepreneurs. Design, tourism, publishing or jewellery – diverse profiles are brought together under one roof.

"The work... is based on a crucial idea we must innovate and develop unique projects when we are faced with a territory that is small or depressed," says Tânia Sara, Mayor of Óbidos. The creative clusters project is putting the idea into action and stimulates creativity in small towns in order to boost cultural and economic activity, an approach traditionally used for big cities.

While the main objective is the promotion of entrepreneurship, the integrated approach creates important spin-offs, e.g. for the knowledge economy or the regeneration of neighbourhoods. The creation of galleries, thematic restaurants and specialist schools and the organisation of workshops or trade fairs go hand in hand with developments in sectors such as tourism, gastronomy, agriculture and furniture which in turn help to boost the local economy for a long time.

The concept is being put into practice in its partner locations as part of a network led by Óbidos.

CREATIVE CLUSTERS – FUNDING

Total project budget: €700 337
EUER contribution: €132 240

FIND OUT MORE:
<http://futaba.eu/en/projects/innovation-creativity/creative-clusters/>

Magdolna quarter, Budapest putting the local community first

Helping people help themselves – this is the underlying principle of the Magdolna quarter project. It addresses social, economic and environmental issues while involving the residents at every step of the process.

With high unemployment and crime rates, low education levels and poor housing conditions, the Magdolna quarter (district 10) is one of Budapest's poorest areas. A project was launched in 2010 to turn this situation around. It started out from the assumption that an integrated approach taking into account the three basic elements of urban regeneration (social, economic and environmental) was needed to improve living conditions.

And who better than the residents themselves to bring this about? By involving them in the design and implementation of the various measures, the risk of hitting targets was minimised.

The Mary's square restoration project, aimed at giving the square a community building function, is one example of how the idea was put into practice. The plans were discussed in on-site meetings with the residents, surveys were carried out during the design phase, and pupils from a local school created visiting rounds for the square. The following phases include traffic reorganisation, construction of a public library, the creation of a pedestrian area and the opening of a community centre in a former glove factory overlooking the square.

The programme is Hungary's first experiment in terms of rehabilitating a district, with the direct involvement of residents and integrating social, cultural and technical aspects.

MAGDOLNA QUARTER PROJECT – FUNDING

Total project budget: €8 130 047
EUER contribution: €2 726 733

FIND OUT MORE:
<http://www.mv8.hu/>

Ile-de-France building a greener future

The green building sector has emerged as a tailor-made solution for the Seine-Aval area. By giving a boost to this seminal industry, a set of interconnected issues affecting the region is being addressed.

Situated upstream on the river Seine northwest of Paris, the Seine-Aval area has suffered from de-industrialisation, generating job losses, as well as from a mismatch between skills and jobs. This has in turn resulted in high numbers of commuters.

The green building sector was found to match the area's needs and assets. Favourable conditions are being created through plans to create 2500 new homes yearly from 2015 as well as new guidelines on the energy efficiency of buildings. A large available workforce, high numbers of existing enterprises in the construction sector and the nearby river are additional assets.

As a positive spin-off, the image of professionals in the construction sector receives a boost through the link with new technologies.

Thanks to funding being made available within the framework of the Ile-De-France project for integrated urban development, an all-round offer including training facilities, advice for entrepreneurs and measures to stimulate demand was put in place. The Green Building Agency opened its doors in June 2008 to house the green building training institute (EFCO) which is the first of its kind in the region.

Efforts to stimulate demand in green building sectors have also been undertaken. They range from awareness campaigns to regulatory measures extending the use of wood as a construction material.

"The initiative is creating a leverage effect," explains Jean-Marie Rigaut, director in charge of economic development and employment at the Communauté d'agglomération Deux-Seines implementing the project. "It prepares the population for tomorrow's job market."

EUROPE PROJECT IN SEINE-AVAL – FUNDING SOURCES

2007-10
Regional funds: 100%
EUER: €12 million
ESF: €4 million
Other resources: 0%
EAFRD: €1.07 million

FIND OUT MORE:
<http://www.seineagglomeration.fr/>

Innovation capital: channelling research from laboratory to market

The Capital Investment Fund managed by the Malopolska Regional Development Agency (MARR), Poland, is forging the link between local researchers and entrepreneurs.

Thanks to a number of higher education, business and science institutes, the R&D sector is among the region's key assets, as confirmed by indicators such as the number of patents registered. The fund was set up to tap into this potential and reap the benefits of new ideas. This involves transferring new technologies from research units to the market.

The list of sectors benefiting from the financial assistance is long projects in the fields of ICT, renewable energy, environment protection, health technologies, medical engineering and pharmacy can apply for funding.

The region benefits not only in economic terms: information society, environmental and health service issues are addressed while creating an outlet for research and education facilities. By integrating different concerns, a general improvement in living conditions is achieved.

"Through the fund, we are preparing the ground for regional development of knowledge and innovation," says Anna Walewska, pre-acquisition specialist at MARR.

Funding is made available in two stages: the pre-incubation phase includes the selection of projects, technology audits and choosing a private investor. It is followed by the capital input phase.

The maximum value of shares is capped at €200,000. So far, 40 people including scientists, researchers and entrepreneurs have benefited from the fund.

CAPITAL INVESTMENT FUND – FUNDING 2009-18

Overall budget: €6 943 911
EUER contribution: 80%

FIND OUT MORE:
<http://www.marr.pl/>

49 Panorama visits projects from Portugal, Hungary, France, Poland, Germany and a joint Franco-Italian project in five different forms of integrated development in action.

'Across the board' section

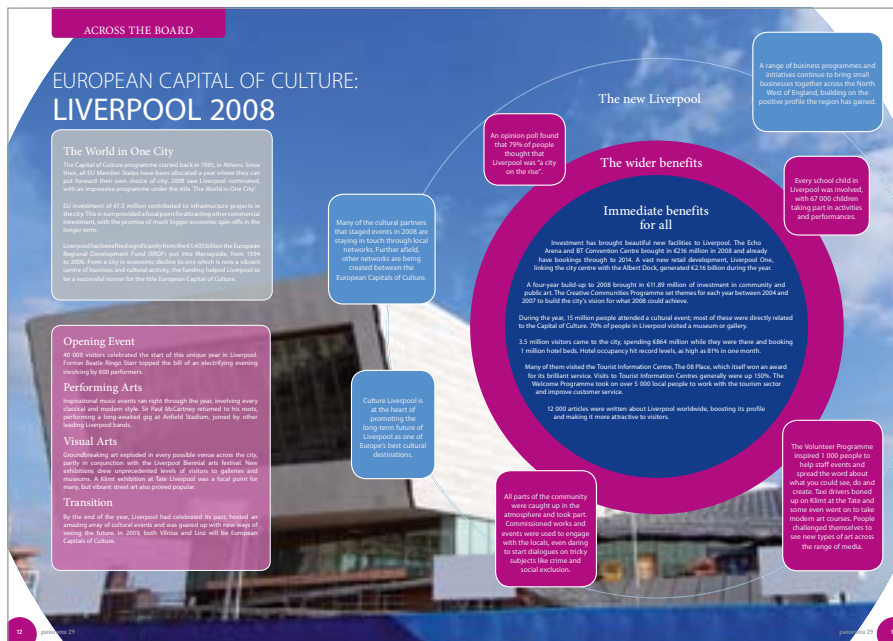
This section of the magazine is always over a double page. It is designed to show the wide impact of regional policy and is typically made up of a series of three circles.

The text in the inner circle highlights the immediate effects and impact of the particular measure in question, the outside circles explore the longer-term ramifications and knock-on effects.

An image linked to theme of the article is placed in the large background circle. The thematic colour dominates the page, other colours are chosen by the designer to match the dominant thematic colour.

Title font: Minion pro
medium 18pt
Body: Myriad pro
regular, 9pt
Line spacing: 12pt

Title font: Minion pro
medium 18pt
Body: Myriad pro
regular, 9pt
Line spacing: 12pt



Three circles
Title: Minion Pro
medium, 18pt.
Body text: Myriad Pro
regular 9pt
Line spacing: 12pt

BACK COVER

The layout of the back cover remains the same from issue to issue.
The thematic colour is the only real variant.

The 'Make your voice heard' section is used to inform readers of the theme of the next issue and highlight how they can give their feedback.

DIARY DATES – MAKE YOUR VOICE HEARD

DATES 2010/2011	EVENT	PLACE
4-7 October 2010	The 8 th Open Days, the European Week for Regions and Cities www.opendays.europa.eu	Brussels (BE)
13-14 October	Annual Forum of the EU Baltic Sea Strategy http://www.basscc.com/news.asp?id=8657&pid=79&sid=79	Tallinn (EE)
November (tbc)	Roma Inclusion: From data collection and evaluation to evidence-based policy http://ec.europa.eu/regional_policy/	Brussels (BE)
9 November	Micro-finance instruments http://ec.europa.eu/regional_policy/funds/2007/jii/	Brussels (BE)
16-19 November	Espoon week http://www.espon.eu/	Liège (BE)
18-19 November	JESSICA and JEREMIE Conference http://ec.europa.eu/regional_policy/funds/2007/jii/	Brussels (BE)
22-23 November	Informal ministerial meeting	Liège (BE)
30 November	URBACT Annual Conference	Liège (BE)
-1 December	http://urbact.eu/en/homepage-2/	Liège (BE)
2 December	Forum of cities	Liège (BE)
31 January	5 th Cohesion Forum	Brussels (BE)
-1 February 2011	Regions for Economic Change Conference	Brussels (BE)
26-27 May	and RegioStars Awards	Brussels (BE)

Additional information on these events can be found in the Agenda section on our InfoRegio website:
http://ec.europa.eu/regional_policy/conferences/agenda/

The winter edition of Panorama will be taking a close look at the Fifth Cohesion Report, due to be adopted at the beginning of November.

Following that, we intend to examine in one of the later editions of Panorama how the global economic crisis which began in 2008 has revealed inherent structural weaknesses in many countries and regions in Europe regardless of their level of economic and social development. It will analyse the different responses made available through European cohesion policy and Panorama very much welcomes contributions and examples of projects on this subject.

In 2011 Panorama will be taking a look at territorial cooperation, so if you would like to share interesting work in the above areas, ask questions or express your views on this or any other regional policy issue, get in touch by contacting:
regio-panorama@ec.europa.eu

ISSN 1608-389X
© European Union, 2010
Reproduction is authorised provided the source is acknowledged.

European Commission, Directorate-General for Regional Policy
Communication, Information and Relations with Third Countries
Raphaël Goulet
Avenue de Tervuren 41, B-1040 Brussels
E-mail: regio-info@ec.europa.eu
Internet: http://ec.europa.eu/regional_policy/index_en.htm

Publications Office

Title remains the same
Font: Myriad Pro light, 30pt

Text centred in the circle.
Font: Myriad Pro regular, 9pt
Line spacing: 12pt

OPOCE logo

background Blue:
100, M:11, Y:31, K: 12

Catalogue number, white
Font: Myriad Pro regular 9pt
Indent of 10mm

background Blue (70%):
100, M:11, Y:31, K: 12

Background colour:
Blue (70%):
100, M:11, Y:31, K: 12

Font: Myriad Pro regular,
7pt

Information on the publisher
Font: Myriad Pro regular, 8pt

Text for back cover in accordance with Publications Office instructions

- ISSN
- Copyright EU, year
- The wording 'Reproduction is authorised provided the source is acknowledged'
- Editor responsible for the publication