

INTERREG III B - BALTIC SEA REGION
Estonia - Finland - Latvia - Lithuania - Norway - Russia - Sweden

Participation - Identity - Planning - Entrepreneurship



Methodology guidelines

Based on the inputs from the Rovaniemi workshop
November 2002

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The PIPE project

0.BACKGROUND:

The PIPE-project is an Interreg. III B project which is financed by the EU, the EU-member countries of Sweden and Finland, the government of Norway and by co-financing from 5 participating regions in Norway, Sweden and Finland.

The project also involves regions in Estonia, Latvia, Lithuania and Russia, but their funding may come from Tacis, Phare or other sources.

The methodology described in this document with milestones and actions refers mainly to the progress of the interreg.project. The local projects in the Baltic countries and Russia, which are not projects with interreg.funding, should – however - be adapted in accordance with the progress of the interreg.project.

The main target groups for this methodology are **regional coordinators, teachers, the management team** and **others** which take an active part in the program.

1. INTRODUCTION

The PIPE concept is defined in the following way:

P = participation

I = identity

P = planning

E = entrepreneurship

The PIPE project will contribute to the development of sustainable settlement structures by stimulating the entrepreneurial and community spirit inside the participating regions (note 1). Focus will be set on the exchange of knowledge and exploring the best practice in the participating towns and cities of the regions in the seven participating countries in the Baltic Sea Region (BSR).

The majority of the case areas are small and medium sized towns or cities which are located outside the major metropolitan areas of each country. Some of these towns are facing marginalisation and emigration of youth. Some of these towns are also heavy commuting areas. In order to improve their innovation ability and the urban-rural balance, the towns need to become more attractive to young people in general and to a highly skilled labour force in particular. The PIPE project will demonstrate and explore, through concrete actions, how the visions and engagement of young people of both sexes can be seen as a valuable resource in spatial planning and community development as well as in industrial entrepreneurship. The project itself will contribute to this development by involving the youth in the planning and decision processes, in the creation of youth enterprises and in the transnational network. Focus will also be set on local identity as a base for future development.

2. CENTRAL OBJECTIVES:

1. To stimulate innovation and citizen engagement in small towns and settlements in order to create sustainable, attractive and competitive regions.
2. To introduce, demonstrate and improve cross-sectorial planning methods with a bottom-up approach, where schools, the cultural sector, the planning authorities and the industrial organisations work together for future improvement.
3. To stimulate the community spirit and engagement among young people in all aspects of the local and regional development, to achieve innovation skills and to avoid destructive attitudes and emigration of youth.

4. To demonstrate how young people can give important contribution to local and regional development by the creation and implementation of local action plans.
5. To promote entrepreneurship and improve the training of young entrepreneurs by the creation of competent and transnational learning- networks between schools, industrial organisations and authorities.
6. To raise awareness about the local/regional identity in balance and relation to the global trends and development, by addressing the issues theoretically and practically.
7. To create learning networks between schools, industrial organisations, politicians and other professionals in the municipalities and in the regional administration as well as between young people.
8. To promote equal opportunities for young men and women in community - participation and in business life.

3. EXPECTED OUTCOME:

The planned accumulated results will be the development of attractive, active and sustainable local communities and regions. This will contribute to strengthen the polysentric settlement structures in each country and stimulate young and educated people to live, work and invest in regions outside the metropolitan areas. The heavy focus on identity will raise the awareness among young people, the authorities and citizens about the strengths, values and opportunities of the region they live in and stimulate their participation in community life. The creation and implementation of a local action plan in all case areas will contribute to improve the communities and to strengthen the youth engagement as well as open a dialogue between the young people and the decision makers. The project will have an impact on the methodology

used in the fields of regional planning and training of entrepreneurs. The results will influence the institutions in various sectors, the authorities and the professionals working with these issues. Within each region and community there will be cooperation of institutions such as schools, public sectors, incubators, banks and investment funds in order to support the young entrepreneurs and to strengthen the community development process. The project will contribute to the transnational and interregional cooperation in the BSR. A chain of institutions, municipalities and regions as well as individuals will be linked to the PIPE network. They will contribute with their experiences and knowledge at several events. This learning network will also be kept alive after the project period is over. An interactive website will be maintained. An active and broad dissemination of both processes and results will enable and stimulate other regions to start similar projects and processes.

4. METHODOLOGICAL APPROACH:

The project activities are divided into 4 work-packages (WP`s).

WP 1: Youth participation in local and regional planning with a focus on identity.

WP 2: Young entrepreneurship in local and regional development.

WP 3: Cross-border network and learning.

WP 4: Information and dissemination.

WP 1: Youth participation in local and regional planning with a focus on identity.

Strategic focus: How can small towns and settlements outside the major metropolitan areas become more attractive to young people.

Planned results: Increased community spirit among young people and create more focus on youth participation.

Local action plans are to be made for the improvement of their local communities .
To increase their awareness about regional identity, challenges and opportunities.

Milestones (each stage lasts 6 months).

Milestone 1 (August-December 2002)

Establish project organisations in cooperation with local and regional authorities and schools. All regions select youth participants and form local project groups or classes. All groups start to work with regional analysis in different topics. Emphasis should be put on planning and decision systems, youth participation channels and existing development strategies. Groups are expected to explore towns, cities and regions by the use of surveys, videos, photos, interviews, document studies etc. Teachers, planners, youth workers and external experts will supervise and facilitate the project groups.

Methods to be used:

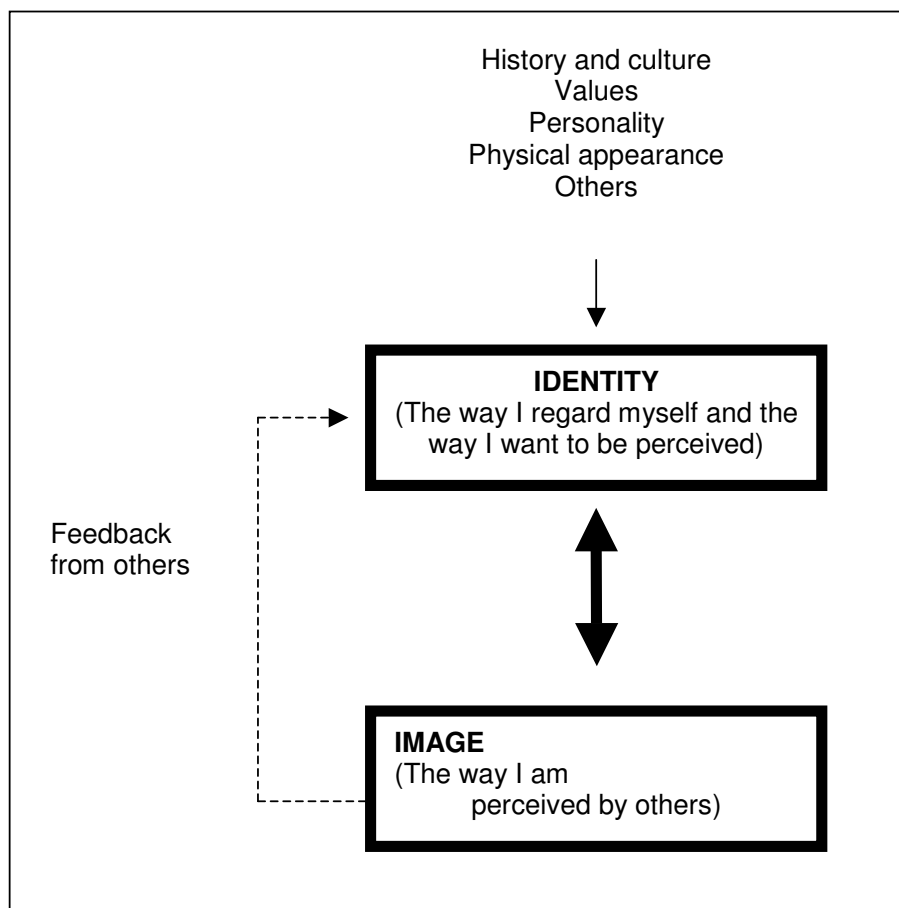
- study local development plans and maps approved by the local - or district council
- interview politicians and other decision makers
- observation of distinct features, historical markers, tourist attractions of the town or municipality
- conduct local surveys among some of the citizens of the community
- get feed-back from visitors to the town or municipality (youth-exchanges)
- study local web-sites from public and private sources
- get feed-back from external observers/experts

Milestone 2: (Jan-June 2003)

Local and regional analysis work continue. Focus on regional identity. Topics like history and culture are essential, including the identification of regional markers. Prepare and undertake exchange of classes/groups. Host- groups are supposed to prepare and give introduction about own region, summarize feedback and use this in further process. Final action is to draft a regional plan with the objective of increasing the image of the various municipalities based on the local identity, which will then be presented to local and regional authorities. At the end of this

stage a future workshop is to be organized where youth will meet decision makers and form a future charter containing a list of common commitments.

This figure shows one way of addressing the concepts of identity and image:



Methods to be used:

- study the local identity, - observe how the town`s identity is defined by the council, municipality and/or citizens (how it is **meant** to be viewed by others)
- get a picture of other people`s perception of the community, defined as image (not necessarily corresponding with the identity of the town or municipality)
- work out an image plan based on own observations and inputs from others giving good ideas about how to make the town or municipality more attractive for young people and entrepreneurs

- the image plan should be an instrument for better marketing of the community/region through web-sites, brochures and other forms of media
- establish youth-exchange programs between PIPE participants from different regions where youths are given the opportunity to explore each other`s communities, and to give feed-back to local authorities about their impressions of what is good and bad in the community
- organize future (local) workshops (evening/next day) in cooperation with decision makers and others, where youths, teachers, politicians, local organizations and businessmen/women and other decision makers at the local- and regional level get together to discuss future challenges for the community and the region
- elaborate a future charter for the town or municipality, based on input from all participants of the workshop, and based on mutual understanding of the factors that stimulate the growth and attractiveness of the town or municipality
- the future charter should include both visions and concrete actions

Milestone 3: (August- December 2003)

On the basis of the future charter the groups will set up action plans for local and regional improvements. Plans will contain a range of small and large activities like planning actions, environmental actions, service improvements, cultural actions, leisure actions etc. The actions must be arenas for youth participation. Some of these actions will be implemented and finalised during the project-period, by project groups where young people and professionals work together, if necessary facilitated by external experts.

Methods to be used:

- elaborate an action plan based on the future charter, which is concrete and aims at improving the factors which stimulate and motivate youths to take an active part in the development processes of the town or municipality
- project groups must include representatives from both the youths and the authorities, implementing actions which realistically may be undertaken during one school year

- these actions can be planning actions, but also practical actions like the regeneration of buildings suitable for youth activities or activities for other groups in the community
- environmental actions, like the planting of trees, the establishment of foot-paths, bicycle paths, leisure parks and establishing “meeting-points” for citizens in the community
- supervisors may be used as consultants for some- or all of the above mentioned activities

Milestone 4: (January-June 2004)

Implementation of the action plan continues. Some groups will be invited to expose their project at the final expo in Sweden I 2004, for which they have to prepare their presentations. By the end of the project period the various activities will be summarized and evaluated, and thereafter presented in a common final Work package report.

Methods to be used:

- the same methods as used in milestone 3 will be used in this milestone, but in addition all project groups will have to market the results of their work through all milestones in this WP
- the marketing of results should be aimed at local, regional and national target groups as well as for the international PIPE network
- all projects must create their own web-sites which are to be linked to the main PIPE website
- all project groups should explore the possibility of establishing contacts with other relevant project groups within the PIPE network, through video-conferencing, internet or visits
- some project groups will be selected to participate in the final expo, consequently preparations have to be made to expose their projects before an international audience
- outstanding projects will be given awards

How the above mentioned methods could be integrated into the school syllabus using the PIPE concept as an arena of training:

-social studies are well suited for interviews, surveys and the study of local plans, maps and observations of distinct features

-sales- and marketing studies and business studies are suited for surveys and observation of attractions for tourists, developers and others who might find it interesting to visit and eventually invest in the town or municipality, and how these attractions could be marketed to the outside world

-maths- and science studies are well suited to study methods for analysing information collected through surveys, how to use statistics, spread-sheets etc.

-students of practical studies (trades, arts, crafts and design) would be valuable as resource persons when materials to be used at the final expo are produced

WP 2: Young entrepreneurship in local and regional development.

Strategic focus: How can young people be better trained to be entrepreneurs and contribute to innovation and job creation?

Planned results: Improved methods for the training of young entrepreneurs. Deliver viable results from YE. Demonstrate the link between youth entrepreneurship and spatial development.

Entrepreneurship should be defined as a **wide** concept, and students with a good understanding of what entrepreneurship is all about, are characterized by the following adjectives/terms:

- **Attitude;** - a mental position with regard to a fact or state
- **Readiness;** - prepared mentally or physically for some experience or action
- **Skilled;** - having acquired mastery of - or skill in something

- **Willingness** to contribute and cooperate with others
- Be an **active** member of the local community
- Be able to show **initiative**
- Be a **reliable** part of the local community
- Be able to **interact** with others

Entrepreneurship as an **educational** aim (Note 2) is often described in the following manner:

- The ability to see resources and possibilities locally, and to be innovative both in the world of work and in the life of the community
- The qualifications to utilize resources in a productive and meaningful way
- The understanding of the consequences of one`s decisions and actions
- The willingness to take responsibility for common work tasks, and showing an attitude of persistence and endurance

The work to promote entrepreneurship in education and training should be built on the principles of the core curriculum, which is to be found as a basis for educational policies in all the participating countries. The core curriculum should be looked upon merely as a framework which the school has to adhere to, but adaptations must be made to implement the ideas of the PIPE project into the subjects being taught in the school.

Milestones: (each stage lasts 6 months)

Milestone 1: (August-December 2002)

The establishment of a WP organisation in all regions. Recruitment of staff and sub-contracts with experts. Introduction of the project to cooperating institutions. Preparation of the local activity plan. The WP will have two different focuses:

- a) The establishment and training of youth enterprises (YE) in all the case areas.
- b) To explore how the public innovation system in the regions can support and facilitate the young entrepreneurs and how entrepreneurship can be a part of a regional development strategy. The first step is to establish the classes and introduce them to the PIPE project, with its transnational network. The next step is to start the training process. In the first stage all the classes will have to study the industrial pattern of their own region, the industrial development strategies (if any) and the public framework, like legislation, financing etc. In this stage the YE will be formed on the basis of the definition of business ideas.

Methods to be used:

- it is essential that project organisations are formed in cooperation with local and regional authorities and schools, either in the form of groups within the school situation (social studies, economics, marketing, trades, mathematics), or groups which are formed independent of the school situation
- it is clearly recommended that all project groups, whether they are organized inside or outside the school situation, should have a competent facilitator (a teacher or a local entrepreneur who is able to communicate with youths)
- the framework for the local business life must be studied thoroughly, - the kind of resources which are available for the local business life, like infrastructure and services provided by the public sector
- study public plans and strategies for industrial development and check whether these are seen as relevant work-places for young people now and in the future
- an active dialogue both with the private and public sector must be established during this process
- establishing a YE (Young Enterprise/Junior Achievement) is one way of promoting entrepreneurship, and should be done at this stage
- other entrepreneurial projects may also be established, - schools should look into the possibility of establishing a cooperation with local authorities in different fields; - establishment of business incubators, decoration of public buildings, parks and squares, conduct surveys for local businesses, do

marketing research for local businesses, organizing public events like concerts, fashion shows and engage in training activities for the elderly (language courses, information technology, internet).

Milestone 2: (Jan-June 2003)

The training of YE and other entrepreneurial projects will continue. As a part of the training the YE will visit local industry, the local municipalities and relevant institutions, including schools and research institutions. The classes and the teachers will be connected to the transnational network and will present themselves and their projects on the Internet.

The classes will prepare themselves and participate in the local future workshop. Some of the youths will prepare for the innovation camp.

The experiences will be summarized and evaluated. Outstanding business ideas will be used in follow-up activities inside the school or outside.

Methods to be used:

- external supervisors (from businesses and public life) should be drawn into the projects
- establish a close-knit cooperation with business organizations and organizations for Young Enterprise/Junior Achievement
- establish local partnership agreements with local businesses
- organize exhibitions and/or competitions where local or regional projects are put on display and evaluated to find best practice/result (this could also be done in cooperation with another participating region)
- evaluation of these activities may be undertaken by a jury of local businessmen/women
- all business ideas/projects must be presented on the Internet and linked to the main PIPE web-site

Milestone 3: (August-December 2003)

The teachers and facilitators will evaluate the first year. Methodology workshops and meetings will be arranged in WP 3 in order to learn from best practice. The different curriculums will be evaluated and compared. New methods may be developed. Experts will be supervising this process. The second year will be an improved version of the first year.

Methods to be used:

- results from milestones 1 and 2 are evaluated and will form a base for further development processes
- projects which are given prizes for best practice/results during milestones 1 and 2 should be given the opportunity to seek financing from external sources to promote a product which may be developed commercially
- based on experiences from the first year new projects may be developed
- based on past experiences from entrepreneurial-projects new pedagogical methods may be developed and implemented into the framework of the core curriculum
- these new methods must be presented to the national system of education in each of the Baltic countries and Russia, with reference to the system which is used in the Nordic countries (Finland, Sweden, Norway) where entrepreneurship in a wide sense is well integrated into the national core curriculum

Milestone 4: (Jan-June 2004)

The training of YE and other entrepreneurial projects will continue. In the end of this milestone the YE and other entrepreneurial projects will prepare for the final expo in Sweden in 2004, where some of the projects will be given awards. Outstanding business ideas will be followed up either in the school, in incubators or in other ways. There will be a final report from this WP where the results from all the regions are summarized and presented. A handbook for YE and other entrepreneurial projects will be delivered.

Methods to be used:

- training must continue in close cooperation with resource persons from the school, local businesses and public institutions (competitions, exhibitions, presentation techniques, how to build a stand for the expo, how to do a placard drawing, the making of brochures, business cards etc.)
- outstanding entrepreneurial projects should be presented to the incubators in the region to ensure that some of the projects are developed into a product with a commercial value, or a product which could be utilized by the municipality
- the handbook for YE and other entrepreneurial projects will be edited by the management team in close cooperation with experts, facilitators and coordinators from all participating regions

SUMMARY OF WP 1 AND 2 – MILESTONES:

WORKPACKAGE 1 - MILESTONES

Milestone 1 (0-7 month):

Methodological focus: Observation and registration with focus on participation
Activities: Mapping, study local plans, town walk, surveys, lectures, excursions, videos, photos, discussions about local government, consulting experts
Expected outcome: To raise awareness, increase participation and collection of information



Milestone 2 (8-12 month)

Methodological focus: Analyses and strategic planning with focus on identity
Activities: Youth exchange, image plan, future workshop, future charter
Expected outcome: New ideas and visions for community/regional development and dialogue between young people and the local and regional authorities



Milestone 3 (13-18 month):

Methodological focus: Operational planning and implementation
Activities: Local action plans and implementation of actions in project groups in co-operation between youths, authorities and experts
Expected outcome: To put the future charter into a practical plan and start implementing some concrete actions



Milestone 4 (19-24 month):

Methodological focus: Entrepreneurship
Activities: Implementation, marketing and PR
Expected outcome: To continue the implementation of some concrete actions and inform about the project regionally and international (Expo 2004)

WORKPACKAGE 2 - MILESTONES

Milestone 1 (0-7 month):

Methodological focus: Observation and registration with focus on participation
Activities: Study local industrial strategies and innovation system, visit local enterprises, excursions to industrial parks, surveys, Youth Enterprises etc.
Expected outcome: To raise awareness, increase participation and collection of information and establishment of Youth Enterprises



Milestone 2 (8-12 month):

Methodological focus: Entrepreneurship with focus on identity
Activities: Future workshop, future charter, Youth Enterprises and Innovation camp
Expected outcome: New ideas and visions and dialogue between young people and the local and regional authorities, and development of Youth Enterprises



Milestone 3 (13-18 month):

Alternative 1 – same class continues

Methodological focus: Entrepreneurship
Activities: Further development of Youth Enterprises or other entrepreneurial projects, marketing and PR, transnational networking
Expected outcome: To develop the good projects or business ideas, to

Milestone 3 (13-18 month):

Alternative 2 – New class is entering

Methodological focus: Observation and registration with focus on participation
Activities: Study local industrial strategies and innovation system, visit local enterprises, excursions to industrial parks, surveys, Youth Enterprises etc.
Expected outcome: To raise awareness, increase participation and



Milestone 4 (19-24 month):

Methodological focus: Entrepreneurship
Activities: To continue the implementation and development of entrepreneurial projects or Youth Enterprises, inform about the project regionally and internationally (Expo 2004)
Expected outcome: Increased learning and development of good projects and Youth Enterprises

Note 1: Murmansk, Russia, Rovaniemi, Finland, Rapla/Järva, Estonia, Cesis, Latvia, Alytus, Lithuania, Västra Götaland, Sweden, and Telemark, Østfold and Finnmark, Norway.

Note 2: "Entreprenørskap I Norge" (Entrepreneurship in Norway), Høgskolen I Stavanger og Utdannings- og forskningsdepartementet. (The regional college of Stavanger and the Royal ministry of education and research, Oslo).

Note 3: The methodology plan is partly based on inputs made by teachers and facilitators at the Rovaniemi conference from October 31 – November 2 2002, and by inputs from some experts from Norway and Latvia. Editorial responsibility is undertaken by the project manager.

Note 4: The future charter is the basis for local actions plans and should contain ideas and visions as to how the community should plan for the future to make the town or municipality an interesting place for young people to live in, work at and participate in community development for the benefit of all citizens.

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