

# ANNUAL REPORT

2006



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TABLE OF CONTENT

- The activities in the Network
- The SERN Executive Board
- The General Assembly
- The Swedish Days in Emilia-Romagna
- The Financial Outlook
- An Evaluation of the activities

# THE ACTIVITIES IN THE NETWORK

#### TRAINING ACTIVITIES

# SERN intensive training programme

The SERN Secretariat has successfully submitted an application at EU level concerning the implementation of an Intensive Training Programme for Civil Servants and Political Representatives of the member organizations.



The first part of the training programme, held in Bertinoro from 12<sup>th</sup> to 15<sup>th</sup> May, has been dedicated to the exchange of knowledge at the political level. A group of 22 representatives from the member municipalities discussed on the functioning of their institutional systems and the effects on the political decision

making process at the local level (6 hours). With a very lively discussion, it was

possible to analyze not only the links between the national and the local political levels but also the reasons and origins of some main divergences between the two administrative systems.





The intensive training programme focused on the one hand on the organization of some language classes, Italian for the Swedish participants and Swedish for the Italians (6 hours each group), with a particular focus on culture of traditions, and on the other hand, some courses on the strategies of communication in an international framework (4 hours) giving some suggestions on how to avoid possible misunderstandings caused by different national perceptions and on how

increasing the cooperation in transnational settings.

The second part of the implementation of the phase focused on the specific preparation of IR officers, 24 participants, of the municipalities participating in SERN. After giving a short overview of the institutional system (2 hours) with particular attention on the role of administration in the local decision making processes, the Italian and Swedish participants has been equipped with skills crucial for their activities in the international relations' offices: tools to improve the communication in transnational framework, language skills, use of e-instruments and policies of the European Union with particular attention to the changes introduced in the education and culture and environment-related EU programmes.

#### WELFARE

#### You Save

The municipality of Forli, Parma Province, the municipality of Imola and the anti-violence centre of Reggio Emilia for the Italian partners and Stockholm City, the municipality of Norrköping, the municipality of Vänesborg and the municipality of Trollhättan for the Swedish partners developed a project entitled "Youths' Struggle Against Exertion of Violence", which was submitted to the European Commission in mid January 2006. The key issue of the project was the prevention of the phenomena of men's violence against women, through the active involvement of children and young people both in the reflection process and in the working out of paths and strategies aimed at fighting this phenomena by changing people's attitudes.

Despite the good scores obtained by the EU evaluators, the application was not among those selected.

# Exchange concerning the role of cooperatives in the management of public services

On the 19 and 20<sup>th</sup> January, the municipality of Fornovo (Parma) welcomed a Swedish delegation from Piteå in order to illustrate the cooperative system in a local reality as the Parma one. The meeting was attended by representatives of Legacoop Parma as well as chairmans of several cooperatives active various sectors.

The main aim was to understand the linkage between the public and private business world and how the cooperatives are able to propose their products on the market. After the meeting with numerous representatives of social cooperatives, the Swedish delegation visited "on the field" sport cooperatives which have the task to look after the local football apparatus and the local swimming pool, social

cooperatives which employ physically and psychiatric disabled , workers and former detainees or prisoners.

At the castle of Varano Melegari, a village near Fornovo, the participants had the opportunity to see directly one of the activities of the Fantasia cooperative.

# **EDUCATION AND YOUTH**

# Paths of integration in the educational contexts

The project paths of integration aimed at exchanging good practices on the issue of integration in the educational contexts. The project objective has been to promote an exchange of information and best practices and to support direct contacts in the field of integration of immigrants, with a special focus on educational institutional contexts. The participants to the project were 72.

The main phases of the project have been:

- 1st phase project idea presentation at the SERN conference luleå (sweden) june 2004 the conference has been funded by the European commission trough the programme supporting town-twinning
- 2<sup>nd</sup> phase partnership building and work groups creation in Emilia Romagna and Sweden, june 2004 – june 2005.
- 3<sup>rd</sup> phase Project meetings in Stockholm, june 2005, and in Parma, october 2005.
- 4<sup>th</sup> phase Project submission to the European Commission in the context of the "active European citizenship " programme (october 2005)
- 5<sup>th</sup> phase Approval by the European commission ( march 2006)

#### Activities

Following the general structure approved by the European Commission , partners met in Parma (April 2006) in order to detail activities and

1<sup>st</sup> Seminar, Stockholm May 2006.

2<sup>nd</sup> Seminar– Parma, Fontanellato, Reggio Emilia, Scandiano and Ravenna, October 2006 Final meeting: evaluation and evaluation meeting Falköping, January 2007

The seminars included, working groups, visits to educational institutions and presentation of local best practices.

#### Results

In the framework of planned activities and with a specific focus on paths of integration in the

educational context, project will has successfully promoted mutual knowledge of local didactical and organizational experiences and, at the same time, has promoted the evaluation and the transferability of the local experiences in a context other than that of origin.

Some of the involved institutions have begun experiment some experiences translated from the ones implemented by other project's partners.

Finally as results of the meetings and workshops held in Stockholm, Falkoping and in Italy (Parma, Fontanellato, Reggio Emilia, Scandiano e Ravenna), the partners agreed on some main topics to be developed in the context of the new "Lifelong Learning " Programme:

- 1) Multilateral project training for teachers in the field of not verbal languages as means to improve integration and motivation of foreign students;
- 2) School partnerships projects focused on :
- Welcome of foreign students
- Integration and activities involving families
- Comparison and exchange between intercultural mediator and mother tongue teachers
- Integration trough expressive alternative languages
- 3) Learning partnership project for adult: intercultural and integration at school and project addressed to parents and to schools.

Innovative practices in the educational field- study visit

20 primary school teachers from 6 different schools of the Unione Terre Verdiane participated in a study visit focused on innovative practices in the education field.

The programme provides for a three days in Falköping where teachers, in small groups composed by a maximum of 4 persons, participated in ordinary school activities. Activities were mainly focused on the use of ICT in educational practices, with a special attention to in-class and planning activities. Each group of teacher will have the opportunity to visit three different schools and to exchange experiences and ideas with local teachers. Last day will be spent in Gothenburg where visit to local school or other educational institutions will be organized.

Activities were partially funded by the European Commission in the context of a project originally developed between Fontanellato and Falköping municipalities and extended to the whole Terre Verdiane area, Falköping and other European educational institutions in exchange of experiences and ideas on the integration of ICT solutions and tools in daily school activities.

# Youth Bridge project

The municipality of Norrköping in collaboration with the municipalities of Piteå, Stockholm, Trollhättan, Reggio Emilia, Russi, Forli, Parma, Ravenna, Parma Province, Alfonsine and Fidenza submitted an application under the action 5 of the Youth Programme.

All project partners had tested good practices in the sphere of youth policies characterised by participated local democracy. This has resulted into projects involving actively young citizens in the

definition of the local actions. The objective of the proposal was to promote further the activeness and the involvement of the young people in the definition of the local policies and their implementation (in fields like environment, culture/sport/leisure, etc.) through dialogue and exchange with youth and local administrations of other European countries.

The project proposal consisted mainly of exchange, training activities and local and transnational project development as well as a comprehensive and regular information/dissemination activities. One of the innovative elements that characterise the project concerns the introduction of both a transnational/European and local character in the projects developed by the youth groups involved. The dissemination should have been focused both on the local experiences of the partners as well as the results of the projects. The project application has not been granted co-funding at EU level.

#### **ENTREPRENEURSHIP**

# Local development strategies

The project local development strategies had the main objective of fostering an exchange of good practices on local approaches based on three key elements which are strictly linked: sustainable tourism, promotion of high quality food production and protection and promotion of cultural heritage through the support of handicraft activities.

Project idea Development (September 2005)

Project submission to the European Commission in the context of the "Active European Citizenship" Programme (October 2006)

Approval by the European Commission (March 2006)

# Participating Organisations

Italy: Traversetolo municipality (beneficiary), Canossa municipality, Felino municipality, Montecchio Emilia municipality, Montechiarugolo municipality, San Polo d'Enza municipality.

Sweden: Municipality of Jokkmokk (co-beneficiary) and Norra Bohuslan association.

#### **Activities**

As foreseen by the events' programme approved by the European Commission, the participants have held three meetings:

- Preparatory meeting: Strömstad (Norra Bohuslan, Sweden), June 2006
  This meeting had two main objectives: (a) the opportunity to know better the Italian and Swedish partners participating in the project and to identify the differences and the communalities of the involved municipalities on their approaches to the concept of local development; (b) defining the details of the agenda of the following conferences.
- Event 1: Traversetolo, Canossa, Felino, Montecchio Emilia, Montechiarugolo, San Polo d'Enza, (Italy), September 2006.
- Event 2: Jokkmokk, January 2007

The events included conferences on the system for the promotion and protection of local products, study visits in local companies and to tourist sites, working groups and workshops.

#### Results

The points on which the participants decided to work together are the following:

The introduction of the own local products on the partners' markets through the creation of small consortium, with promotional activities, with know-how exchange and marketing actions;

The development, deepening and concretisation of the concept of sustainable development through the creation of tourist proposals able to link nature, culture and typical food and handicraft;

The continuation of the cultural exchange with a higher and deeper involvement of the citizenship and the opportunity not only to organise short term study visits but also to give the chance to small group of people to plan longer staying periods to implement some personnel exchanges.

The keywords for further discussions will be:

- Focusing on the products' quality
- Preserving and Promoting the products' diversity
- Creating a path for sustainable tourism
- Improving the cooperation among the involved municipalities

# Study visit and meetings on the promotion of locally produced food products and collaboration in the agri-food sector

A delegation of Matproducenterna I Norr (a non-profit organization for the promotion of food products in Norrbotten) met with the members of with the Strada del Prosciutto dei Colli di Parma in mid May. The meetings took place in a collaborative spirit and focused on the problems related to product-development, marketing and promotion of top quality food products. The meetings set also

the basis for the development of commercial exchanges between the entrepreneurs affiliated to the two organizations.

### **ENVIRONMENT**

#### **B-Utilis**

Reggio Emilia Municipality together with Reggio Emilia Province, Falköping municipality, with other Italian, Swedish and European partners submitted an application in the context of the programme European Intelligent Energy.

The objectives of the project, currently under evaluation, are :

The promotion of the best possible technologies for the production of bio-fuel coming from pure and waste Biomasses for the vehicles' traction; the removal of the obstacles linked to the energy market and re-composition of them in a single biomass chain (in order to realise a possible coexistence and co-penetration between the virgin biomass market and the waste biomass one). Promotion of production chain in low impact agro-industrial and zoo-technical sectors with the aim of energy, electrical and thermo co-production.

The foreseen actions in between 2007 and 2009 are:

- 1) a feasibility study for the economic and environmental sustainability of the biomasses chain in order to create an integrated market between virgin biomass and waste biomass for the production of bio-diesel, bio-ethanol and biogas for light and heavy vehicles.
- 2) Promotion of biomasses as an energy source complementary to the fossil fuels for vehicles' traction and of vehicles' incentives for the use of non-polluting biomasses for the access to the city centres.
- 3)Proposals for the removal of some legislative barriers and introduction of normative incentive models, i.e. new fiscal incentives in order to promote the use of biomass for vehicles' traction.

#### **OTHER**

# Exchanges on leadership-related issues

In late August two meetings were organised between a group of top civil servants from the Norrköping area and the leadership of the municipality of Forli as well as the municipalities of the Bassa Romagna area (Ravenna). The meetings consisted of presentations as well as a discussion



concerning organizational problems of local authorities, strategic development as well as management of local services.

# SERN EXECUTIVE BOARD

The SERN Executive Board has meet three times in 2006: in Rimini (January), in Trollhättan



(March), and in Castelnovo di Sotto (October). The Board has adopted the guidelines for the activities of the Secretariat 2006 and approved the organization of the SERN Assembly. Furthermore, it has followed and evaluated the planning and the implementation of the SERN Intensive Training programme suggesting important improvements and paving the way for the continuation of training activities in the network in the future.

The Board has also discussed, planned and supervised the organization and the implementation of the initiative Swedish Days in Emilia-Romagna.

The Board has decided to propose the Assembly the adoption of a strategy for the Network that could represent a framework of reference for the activities carried in the organization to be adopted from 2007 and has identified the issue of training as a strategic aspect for the development of the Network.

A representative of the SERN Executive Board was invited by the European Commission to address the Europe for citizens conference that took place in Brussels in late September. The conference organised by the Commission was attended by more than 600 delegated from all over Europe and has represented an important occasion not only for spreading information about the network but also extending the network of contacts both with the institutions in Brussels and



local/regional authorities and networks. Following the much appreciated presentation of the Network the European Commission has invited SERN to attend consultations for the development of a new call supporting Thematic Networking among local and regional authorities in Europe.

# GENERAL ASSEMBLY 2006

The General Assembly took place in Trollhättan on March 9th, 10th and 11th in Trollhättan. The Assembly was attended by 140 participants representing more than 90% of the members. On Thursday 9th March the Working Groups had their first session and the Board met in order to prepare the agenda of the Assembly. On march 10th the participants took part in 5 study visits on the topics discussed in the Working Groups organised by the SERN municipalities of the Västra Götaland.

The Assembly was opened by a speech of Kent Ögren Chairman of the SERB Board followed by a welcome of Gert-Inge Andersson, Mayor of Trollhättan, and Hans Aronsson Chairman of the Regional Council of the Västra Götaland Region. The Assembly approved the Annual Report 2005 as well as the Board of Auditor's Report. This was followed by the address of the Italian Ambassador Francesco Caruso. A best



practice in the field of entrepreneurship was presented by the Mayor of Ale Municipality Inga Lill Andersson. Finally the General Assembly approved the new system of fees and agreed to having its next session in the Parma area (Italy) in May 2007.

# SWEDISH DAYS IN EMILIA-ROMAGNA

The initiative "Swedish Days in Emilia-Romagna" took place between October 27 and 29th and raised a large interest and participation in all events: seminars, Business to Business meetings, concerts, presentation of books of Swedish authors, study visits and presentations of the Swedish areas of the Network to the citizens in the "Sweden House" in Parma and Rimini.

More than 130 Swedish participants representing institutions, companies and civil society organizations from the areas of Norrbotten, the Region Västra Götaland and the cities of Stockholm and Norrköping attended the events that took place in the whole region.



On Friday 27<sup>th</sup> October four main seminars were organised in several cities. In Forli and Ravenna the focus was on issues pertaining support to parenthood and support to non self-sufficient elderly persons. In Meldola (province of Forlì and Cesena) and in Scandiano the focus was on environmental polices. In Meldola the discussion focused on environmental projects related to parks

and nature conservation; in Scandiano the focus was on policy making related to the production of alternative sources of energy, with particular attention to biomasses, green public procurement and local sustainable mobility.

On October 28th all the participants met at the Parma University Campus for seminars on entrepreneurship: culture as an economic resource and the presentation of Swedish best practices in the business sector with particular attention to the ITC and environmental technology related to recycling. In the afternoon a number of Business-to-Business meetings were organised between 37 Italian companies mainly from the Parma and Reggio Emilia area with more than 25 Swedish companies of the food sector and tourism from West Sweden. In parallel IT companies could present their products to a Swedish consortium from North Sweden active in the same sector.

## Other activities organised during the Swedish days have been:

The Sweden House arranged, in Parma and Rimini in collaboration with the Swedish Tourist Board office in Milan, attracted a large number of visitors. At the Sweden House citizens interested in Sweden could find information material, information, and audio-visual material and taste typical Swedish food products and by spreading information about the areas of the Network. In parallel to the Sweden House the municipalities of Fontanellato (PR) and Meldola(FC) have created dedicated areas to Swedish food products in the context of local markets.

Great attention in terms of public has also been raised by the performances of Swedish bands BD POP and Talang from Norrbotten in Scandiano, Massa Lombarda, Russi and Meldola. Also the libraries of many SERN municipalities Meldola, Alfonsine, Scandiano, Castelnovo di Sotto, Cadelbosco di Sopra e Traversetolo have been involved in activities concerning the presentation of Swedish literature to the citizens.

# THE FINANCIAL OUTLOOK OF THE NETWORK

In 2006 the financial situation of the network has been reflecting an increased number of activities carried out by SERN directly like the Intensive Training Programme and the Swedish Days. The higher expenses has been positively matched by an increase in the incomes thanks to an EU grant and to the participation fees paid by the participants of the Intensive Training Programme . The total difference between assets (including credits) and liabilities (including debts) shows a positive Fund Balance for  $\leqslant$  7.019,52, with a net increase of  $\leqslant$  4.083,8 if compared with 2005. The result is particularly positive if we consider that the 2006 budget includes both the costs related to an extra unit of personnel at the Secretariat (part-time for the whole year) and the contribution of the network to the Swedish days were not taken into account when planning the 2006 budget.

An analysis of the income/expenditure situation indicates on December 31<sup>st</sup> 2006 a negative net income (income-expenses) for € 2.799,71. The main reasons rest in fact that several members have paid their dues with a substantial delay while contributions from the European Commission and

other actors have been paid in only in early January 2007. The total income for 2006 was € 114.076,05 while the total expenditure amounted to € 116.875,56.

On the side of the operating expenditure, the estimates were in line with the forecast with the exception of the travel expenses (slightly higher than expected) while the costs related to the Electronic Platform have been lower than expected. All the other expenditures were in line with the estimates.

# AN EVALUATION OF THE ACTIVITIES

If in 2005, being the first year of activity, the focus has been more on developing new ideas and projects, 2006 has been dedicated not only to project development but also of implementation and of the definition of working methods and the beginning of a process of definition of the objectives of the network. The enlargement of the network, which almost doubled in size in two years, together with some non-successful project proposals at EU level have shown emerging strengths and weaknesses in the working s of the Network.

The guidelines approved in 2006 for the activities of the Secretariat have been successfully implemented in 2006 and in the first part of 2007. The guidelines identified three main focus areas: Internal strengthening of Network; Visibility of the Network and Relations with third actors; Internal actions with added value.

As for the internal strengthening of the Network and the improved circulation of information the Secretariat developed a Newsletter that has now come to its fifth issue. The Newsletter has been designed mainly for an intra-Network use and in particular for ensuring wider circulation of information among the personnel of the member organisation. The Newsletter has been published both in Italian and Swedish. The introduction of the Newsletter has substantially improved the circulation of information within the Network even if more remains to be done at the level of member organisations in order to give more visibility to the newsletter. In this light, the practice of some of the members who have placed the Newsletter on the intranet of their organisation represents a good example that should be spread throughout the Network. However, one aspect that requires improvement is the response that members deliver to partner searches published on the platform or sent to the Secretariat for circulation within the Network.

Generally in 2006 the external visibility of the Network has been improving substantially both thanks to the ongoing projects (in the field of education and entrepreneurship/tourism) that have attracted attention locally and regionally both in Sweden and Italy and to the development of initiatives like the Swedish days. Eight new members entered the Network in 2006. The involvement of two Embassies and contacts with other relevant organisations like AssoSvezia (Italian-Swedish Chamber of Commerce) and Visit Sweden in Italy have increased.

Substantial progress has been achieved when it comes to the spreading of information about SERN

in Brussels. First of all a basis for a better circulation and exchange of information between the Secretariat and the offices of the areas of the Network in Brussels (the Representations of West Sweden, North Sweden, East Sweden, and the Emilia-Romagna office) has been established. The contacts will be strengthened further and will be made more systematic.

The European Commission DG for Education and Culture has invited SERN to address the Europe for citizens Forum in Brussels in late September 2006, and contribute to the debate about the role of an active citizenship in an enlarged Europe. The conference was attended by a representative of the SERN Executive Board. The European Commission has invited SERN to participate in a consultation meeting on thematic networking organised by the DG EAC opened to a small number of networks in Europe .

The increased visibility on the one hand, and the promotion of projects on the other has been coupled with the establishment of links with other actors like SERN operating in Europe. The links with other existing networks should serve primarily the purpose of finding partner municipalities from third countries for projects developed within SERN and offer partnership opportunities for projects originated from other actors outside of SERN.

In 2006 another important element has been added to the development of the relations with third actors, namely the relations with other Networks. This is an important aspects of the future development of the Network not only in the framework of the bilateral relations of the two countries but in the broader EU context. As pointed out above the Intensive Training Programme, the Networks that attended the Forli Roundtable on May 15th were: the Union of the Baltic Cities, the Forum of the Adriatic and Ionian Cities and Towns and Eurotowns. The Roundtable has proven to be a good exercise for acquiring a deeper knowledge about the workings/activitoes of Networks that have been active for several years. The main differences that have emerged among the Networks that attended consisted of: the approach to collaboration (functional or horizontal), the internal composition (networks made only of municipalities or municipalities of only a certain size), the Networks' missions. One of the outcomes of the roundtable was the proposal of promoting a regular (bi-annual) forum among the Networks, but it should be underlined that the participation in such meetings requires on behalf of SERN a clear vision of the very role of SERN as a network. The active collaboration of SERN and its members with other Networks and actors, which is indeed an element with great potential in the EU context, will inevitably demand a sound and broad discussion mainly at political level among the members about the overall mission of SERN and its long-term objectives.

At the same time one should recognise that some weaknesses emerged in the processes of collaboration within the Network.

The applications at EU level submitted in the context of Daphne and Youth, E-learning were all involving a considerable number of members and the negative responses from the European

Commission have raised the need of improving not only the quality of the applications but also the process of creation of the partnerships within the projects.

The large number of members and their willingness to participate in the development of several projects indicates, on the one hand, enthusiasm and a proactive approach to cooperation that should indeed be supported. On the other hand, the willingness of many members to participate in the development of projects can lead to the creation of unbalanced partnerships in the context of the EU applications. The case of the Youth Bridge project with more than 10 partners from SERN participating in the project could be seen as a clear example where an excessively extensive partnership can turn from added value into a structural weakness. The process that has led to the Daphne application, though on a smaller scale, has shown the same patterns.

There are two aspects that stand at the heart of the problem. On the one hand there is the need to create the conditions within the Network for a wide participation in the project proposals of those members that are interested in collaborating on specific policy areas. At the same there is a need of limiting the partnerships numerically(in order to increase the credibility and the effectiveness) and improve the quality of the proposals.

A possible solution, reflected in the preparations of the General Assembly 2007, could be to foster the creation of groups of members limited numerically and working on more specifically defined aspects of local/regional policy-making in the context of a set of broader priority themes pursued by the Network as a whole. The type of work carried out in the groups, however, should be reoriented towards the creation of a limited number of medium-term processes of cooperation within which developing one or more project applications on specific aspects as well as other types of actions not necessarily linked to EU funding. A key issue therefore is how to capitalise and take advantage of the great efforts done by the members and the preparatory work/exchanges that are carried out in the policy areas covered by SERN without of course neglecting the importance of obtaining EU co-funding.

This approach could allow the development of more cohesive partnerships, and possibly enhance the quality of the output and bring added value both for the members and for the network as whole. In this sense, the circulation of information and results produced by the project(s) developed in each "process" should be as shared as possible within the groups and vis-à-vis the members.

The Horizontal initiatives have proven that the Network as a whole can produce added value for its members. The SERN Intensive Programme has been a useful tool through which giving some basic knowledge about several aspects characterising the dynamics of cooperation within the network. It is interesting to underline that a substantial majority of the participants in the ITP have later on turned into active actors and have engaged more and more in the activities and project proposals.

The initiative "Swedish days" has successfully mobilised the majority of the members and has proven that the Network can provide a framework not only for building processes of collaboration

but also for the development of large events that provide opportunities for the members to promote and market their sectors of excellence and their territories to a broader audience otherwise difficult to reach through the "regular" activities. Spreading a broader and deeper knowledge within the Network about the areas does also constitute a basis for a smoother development of collaboration. A broader and more systematic spreading within the Network of information about the members is indeed desirable and should be given more centrality in future activities.

In conclusion, the network is increasingly assuming a character of its own in which two elements are emerging as central. The first one is the collaboration among the regional and local level of government while the second consists of the structural involvement of non-institutional actors in the development of activities and projects.

One of the main challenges that lies ahead will be therefore the definition of the role of the network and the improvement of the approach, as outlined above, in order to strengthen and to develop further the cooperation in the Network. The development of a strategy setting out a limited number of key political priorities will indeed contribute to raise the role of the network and provide an overall guidance and reference to the processes of collaboration among the members.

# THE SERN MEMBERS IN 2006

- AICCRE EMILIA-ROMAGNA
- ASSOCIATION OF MUNICIPALITIES "BASSA ROMAGNA"
- ASSOCIATION OF MUNICIPALITIES "IL TRICOLORE"
- ♠ CITY OF STOCKHOLM
- ♠ CITY OF MOLNDAL
- ♠ CITY OF TROLLHÄTTAN
- COMUNITÀ MONTANA VALLI DEL TARO E DEL CENO
- **COUNTY COUNCIL OF NORRBOTTEN**
- ♠ KOMMUNFORBUNDET NORRBOTTEN

- **MUNICIPALITY OF ARJEPLOG**
- MUNICIPALITY OF ARVIDSJAUR
- MUNICIPALITY OF BERTINORO
- △ MUNICIPALITY OF BODEN
- MUNICIPALITY OF BORGO VAL DI TARO
- MUNICIPALITY OF BRISIGHELLA
- MUNICIPALITY OF CANOSSA
- **MUNICIPALITY OF CERVIA**
- MUNICIPALITY OF FALKÖPING
- **MUNICIPALITY OF FELINO**
- ≜ MUNICIPALITY OF FORLÍ
- MUNICIPALITY OF IMOLA
- MUNICIPALITY OF KALIX
- MUNICIPALITY OF MONTECCHIO EMILIA

- △ MUNICIPALITY OF PARMA
- MUNICIPALITY OF PITEA
- **MUNICIPALITY OF RIMINI**
- MUNICIPALITY OF SAN LAZZARO DI SAVENA
- △ MUNICIPALITY OF SAN POLO D'ENZA
- △ MUNICIPALITY OF SCANDIANO
- MUNICIPALITY OF SÖDERKÖPING

- PROVINCE OF PARMA
- ♠ PROVINCE OF REGGIO EMILIA
- REGIONAL GROWTH IN THE NORTH OF BOHUSLÄN
- VÄSTRA GÖTALAND REGION
- **APINDUSTRIA PARMA**
- COOP FANTASIA
- intur fipe rimini
- KOOPERATIVUTVÄKLING VASTRA GÖTALAND
- **MAT PRODUCENTERNA I NORR**
- OSTGÖTA COOP
- STRADA DEL PROSCIUTTO E DEI VINI DEI COLLI DI PARMA