FINAL CONCLUSIONS REPORT

THE SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES ACTION PLAN

Data closed as of January 31, 2023

REGIONS 4FOOD Project

INDEX

1/. Validation and launching of Action Plan

Regional objectives of Seinäjoki University of Applied Sciences in the framework of the REGIONS 4FOOD Action Plan are to find solutions as a result of the cooperation between the stakeholders from private, public and academic sectors. Precisely the objective is "to strengthen the national and international level of innovation of cluster specialised in food systems." In this sense, according to finish regional Actional Plan, the specific objectives are:

- Strengthen the national and international level innovation of the agri-food cluster.
- Promote business activities involving users, companies, researchers and public operators.
- Promote a dynamic primary production, food system know-how, diverse investments, development platforms, user networks and national and international networking.
- Promote the know-how and innovation environments for new sources of growth in the different components of food systems and their interfaces.
- Find new projects financed as a result of the interregional and intraregional learning process. Bring improvements in terms of in-depth cooperation and improved governance through the Regional Strategy of South Ostrobothnia by the Action Plan.

Figure 1. Seinäjoki University of Applied Sciences Action Plan
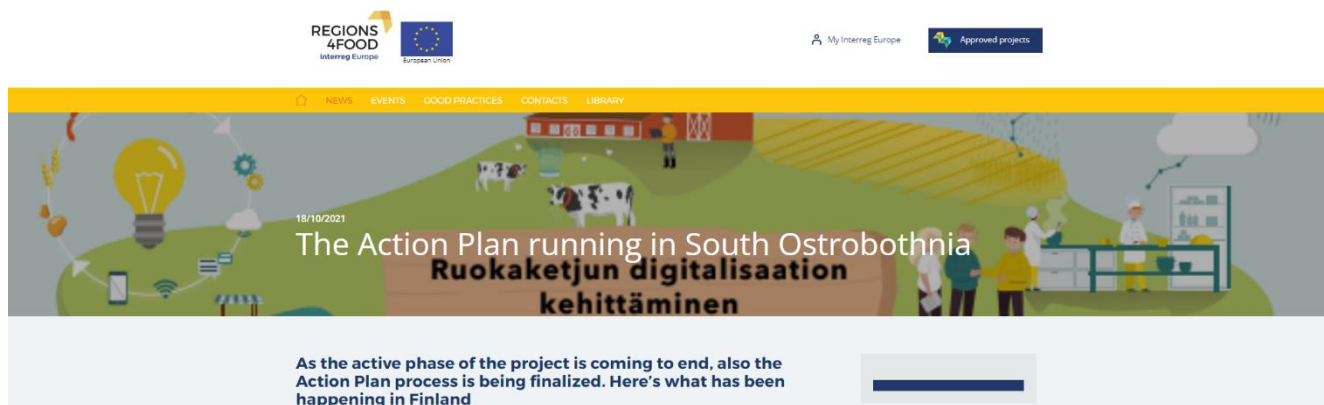
The Action Plan of South Ostrobothnia, Finland was validated by regional stakeholders.

The Action Plan includes 3 groups of Actions:

Table 1. Seinäjoki University of Applied Sciences Action Plan – Sub-Actions and Activities

Group of Actions	Actions	Sub-action
Action 1. Developing the regional agri-food	• **Action 1.1/** Food Technology Knowledge and Competence Centre	• Current state analysis of the knowhow of food technologies together with the SMEs and key operators. • Identifying the prerequisite for operation, effectiveness and growth potential together with agri-food SMEs and other stakeholders. • Strengthen the commitment among RDI and agri-food sector organizations. • Create a clear roadmap and further steps for establishing the Food Technology Knowledge and Competence Centre. • Knowledge and Competence Centre. • Define the organisational and operational limits and engage key networks both nationally and internationally.
	• **Action 1.2/** Food Province 2030	• Trace Food Province backgrounds, upcoming trends and existing agri-food sector cooperation forums, creating connections to other national agri-food regions and networks. • Activate and involve the key operators to the strategy Compile the strategy. • Compile the strategy. • Produce strategic communication materials.
Action 2. DigiFarmi-project: Education for farmers in digitalization and new technologies		• Promote digitalization as an objective to improve the competitiveness of the agri-food sector. • Promote knowledge about existing solutions for agriculture; practical examples and possibilities to test the technologies, support, guidance and help; dialogue between companies and end users.
Action 3. Developing utilization of data in the food value chain	**Action 3.1/** Establishing Regional Data-Cooperative for farmers	• Prepare an application and request ERDF funding for the creation of a regional data cooperative. • Establish a regional data cooperative. • Improve R&D cooperation and develop the use of data in cooperation with the food value chain.
	Action 3.2/ Combining data to reduce surplus food: PAJATSO	Build a "laboratory" type test environment for the automated food waste monitoring and control system.

Source: Data extracted from Interreg Europe, Regions 4Food project website, Seinäjoki University of Applied Sciences Action Plan –

https://projects2014-2020.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/file_1638276170.pdf

2/. Action Plan implementation

The agri-food sector plays an important role in the region of South Ostrobothnia since it has the highest employment in agriculture and food industry. In 2014, the agriculture and food industry sector employed almost 21% of all employees in South Ostrobothnia. In fact, the region is known for its strong agricultural and agrotechnology companies, food industry and entrepreneurial spirit and has declared to be the Finland's Food Province (Ruokaprovinssi) based on its national importance and strong specialization in this sector. Therefore, South Ostrobothnia has a strong common will for the development of an agrifood innovation ecosystem.

In order to achieve this goal, South Ostrobothnia has been cooperating among different sectors: A networked higher education model has been created in the province, including SeAMK, University Consortium of Seinäjoki (UCS), South Ostrobothnian University Network (EPANET) in strong cooperation with municipalities, SMEs, public funders, and other educational institutions. The objective of the regional RDI is to strengthen applied research, studies, experiments and promote service and commercialization processes.

To this end, the Regions 4Food project helped materialize the realization of the existing great potential for digitalization in the entire value chain of the agrifood sector in the Regional Council of South Ostrobothnia, as it is is widely seen as a great possibility due to the challenging and constantly evolving natural circumstances of farming.

In order to tackle this broad objective, the following actions have been developed:

- **Action 1. – Developing the regional agri-food cluster**

In South Ostrobothnia, the regional innovation ecosystem / agri-food cluster has been actively developed during the years, and several cluster projects have been implemented. However, there was no active cluster programme in the agri-food sector, and the work was based on the active cooperation and initiatives of the public and private actors of the sector. The new Smart Specialisation Strategy "Smart Green Growth" supports this work and brings possibilities for further development.

Therefore, the measure concerned in the REGIONS 4FOOD project was to strengthen the national and international level of innovation of cluster specialised in food systems. Also, the need to find solutions that require co-operation between the stakeholders from private, public and academic sectors to promote business activities involving users, companies, researchers and public operators; and promote the know-how and innovation environments for new sources of growth in the different components of food systems and their interfaces was stressed.

Action 1 is divided into two sub-actions that elaborate Action 1 from different angles: feasibility study for establishing Food Technology Knowledge and Competence Centre and producing common strategy for Food Province:

   o Action 1.1 – Food Technology Knowledge and Competence Centre

When aiming to develop the regional agri-food cluster, there is a need for an organizational centre, physical premises, and concrete services. Food Technology Knowledge and Competence Centre will offer these, and

work in many respects like a Digital Innovation Hub would, but in a way that is currently more realizable for South Ostrobothnia's agri-food sector to enhance national and international cooperation, knowhow, digitalisation, and innovation. The centre will be developed through this action in international scale and in strong cooperation with the quadruple helix to meet the needs of the agri-food sector considering both digital and other development and support.

The Action includes preparation of application and applying project funding for the development of the regional agri-food cluster. The aim of this feasibility study project is to further identify the operational and economic framework and conditions that will fully enable operation of a nationally significant Food Technology Knowledge and Competence Centre.

As the result of the project, the regional agri-food cluster will be significantly developed and cooperation model between quadruple helix actors of the agri-food value chain and the centre will be formed. In addition, the project will map out new digital solutions and opportunities for the agri-food sector and research institutions. It will offer new innovationdriven opportunities for participating SMEs and larger agri-food sector companies.

- o [Action 1.2 – Food Province 2030](#)

As stated before, agri-food sector is crucial for South Ostrobothnia, and developing the region as Food Province (Ruokaprovinssi) is in top priorities in the regional policies related to food sector. However, there has been distinguished a need for clearer common direction and vision on how to develop the regional agri-food cluster to the next level. With this action, the Food Province's strategy will be drawn up and lined considering years 2023-2030. The regional agri-food cluster development will be more targeted, clear and coordinated, through a broad participatory process and co-creation involving the quadruple helix -network of key actors in the agri-food sector and consumers. The project will also map the existing agri-food cooperation forums and search for possibilities to streamline the operations of the sector.

As result of the project, the first Food Province development strategy will be formed and published in close cooperation with the regional agri-food sector. In the upcoming years, the strategy will promote the development of SME's capacity, guide forming of new national and international networks and co-operations, support investments and offer new development platforms both agri-food sector SMEs and public operators. The actions of the strategy are expected to continue and be implemented in larger regional project applied from EAFRD.

As for the current status of implementation of Action 1, it is in good progress and almost finished and the situation is depicted as follows:

Table 2. Seinäjoki University of Applied Sciences Action Plan – Action 1 - status of implementation

Sub-action	Output / Target	Status of Implementation (In progress/ finished)
Action 1.1/ Food Technology Knowledge and Competence Centre	Establish the Food Technology Knowledge and Competence Centre, specifying the regional agri-food cluster operating model (written plan) and strengthening the international scale knowhow, competence profile, visibility, and international cooperation.	FINISHED
Action 1.2/ Food Province 2030	120 interviews to companies of the food chain in order to map out point of views concerning the Food Province strategy, vision and mission.	FINISHED
	Food Province strategy 2022-2030 document, which guides the development of the regional agri-food cluster (Y/N)	FINISHED
	A larger scale project application to EAFRD which takes the strategy into action (target: 1).	IN PROGRESS

Source: Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

Concerning Action 1.1, the action is finished and carried out as planned. In this context, the pending two follow-up additional project applications prepared for regional and national EU funding were approved.

Concerning Action 1.2, the action is progressing as planned and also showcase good prospect of being completed. Regarding the participatory process, it was successfully completed through workshops instead of separate interviews. As for the Food Province strategy, despite the challenges of the Ukraine crisis that has made the strategy development more complicated with new issues coming up in agriculture to consider and new data, it however was successfully completed and officially published (https://www.ruokaprovinssi.fi/strategia/).

Regarding larger scale project application to EAFRD, it is also in progress since two applications were planned to be written and applied early 2023 as part of separate projects for executing the strategy and for communication/ dissemination. However, the new application might be targeted to ERDF instead of EAFRD.

- **Action 2. – DigiFarmi-project: Education for farmers in digitalisation and new technologies**

Education and knowledge play a central role in addressing the issues of digitalisation in the agri-food sector. For this reason, DigiFarmi project aims to increase awareness among farmers about new agricultural technology and improve their capabilities as users of new technology.

As a result of the project, farmers who participated in training events understand more about the technology, digital capabilities, and the potential for using data, and are ready to disseminate information to other farmers. Furthermore, promoting digitalisation also aims to enhancing the competitiveness of the agri-food sector, where

new technology plays an important role. DigiFarmi-project is easy to disseminate to other Leader-areas after successful execution.

As for the current status of implementation of Action 2, the situation is depicted as follows:

Table 3. Seinäjoki University of Applied Sciences Action Plan – Action 2 - status of implementation

Sub-action	Output / Target	Status of Implementation (In progress/ finished)
Action 2. DigiFarmi-project: Education for farmers in digitalisation and new technologies	Enhancing the knowledge of the local farmers about digital solutions for farming, and their readiness for using them.	IN PROGRESS

Source: Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

As for the status of implementation **of Action 2, the action is progressing as planned**. There were minor delays in the start due to COVID and because of this, an extension was granted until September 2023. However, several activities have already been implemented such as: small groups for peer-to-peer learning, field events for learning and testing machinery, and seminars for large scale dissemination. Finally, **enhancing the knowledge of the local farmers about digital solutions for farming, and their readiness for using them has already been achieved to some extent**, with part of the planned demo-events and seminars, reaching already over the target number of farmers and companies involved.

- **Action 3. – Developing utilization of data in the food-value chain**

As stated in the REGIONS 4FOOD project, data has become a key asset for the food industry. There is a need for specific integration and management procedures to make the most of new economic opportunities based on information, data, and cognitive technologies.

In sum, the Action implements several main themes of the Regional Rural Development Programme for South Ostrobothnia, e.g.: developing profitable and competitive food production, utilizing appropriate technology, new innovations, and networks. The Action also implements key elements of the Regional Strategic Programme, as promoting the knowhow and innovation environment related to food systems and promoting sustainable and efficient solutions for food systems. Sustainability has headline level emphasis in both policy instruments targeted.

Action 3 consists of two sub-actions that influence the theme of Action 3 from different angles: establishing regional data-cooperative for farmers, and from the other end of the food value chain: combining data to reduce surplus food in public kitchens.

   o   <u>Action 3.1 – Establishing Regional Data-Cooperative for farmers</u>

To develop the possibilities of combining data from different sources in agri-food sector and utilizing this data for added value, Action 3 includes preparing an application and applying for ERDF funding for establishing regional data cooperative. This larger project is backed up by establishing a regional data cooperative, to engage and support farmers and help them get added value by utilizing data and traceability.

In addition to increasing the network, SeAMK can also work to enhance the cooperation of RDI and enterprises and develop the utilization of data in cooperation with the food value chain. It is also important to educate the farmers on how to utilize the data and the network for added value.

   o   <u>Action 3.2 – Combining data to reduce surplus food: PAJATSO</u>

The PAJATSO proposal is a continuation of the systematic development process that started in South Ostrobothnia with the launch of the Ecowaste4Food (Interreg Europe) project at spring 2017. In fact, the learning process that started with the launch of Ecowaste4Food project has highlighted the importance European level networking to accumulate critical mass of expertise needed for the development of innovative digital/data-based solutions to reduce food surplus.

In order overcome some of the challenges identified during the implementation of antecedent Wasteless project, it is planned to build up a 'living lab-type' test environment for the automized food waste tracking/monitoring system as one of the main activities of PAJATSO project.

As for the current status of implementation of Action 3, the situation is depicted as follows:

Table 4. Seinäjoki University of Applied Sciences Action Plan – Action 2- status of implementation

Sub-action	Output / Target	Status of Implementation (In progress/ finished)
Action 3.1/ Establishing Regional Data-Cooperative for farmers	Establishing the data cooperative to create better possibilities for the actors of the food sector for combining data from different sources and ability to utilize this data in their business and RDI for added value. To enable this, a project application will be prepared for regional ERDF funding.	FINISHED
Action 3.2/ Combining data to reduce surplus food: PAJATSO	Reduce the amount of surplus food in the participating demonstration kitchen by additional 20 % by efficient integration of various data sets.	FINISHED

Source: Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

Regarding Action 3 and its sub-actions, Action 3.1 has conquered its main objective which is to apply and receive funding from the national EAFRD, being the Natural Resources Institute Finland (Luke) the main applicant. The

funding received reached the 286 000 EUR (not to be reported as impact on policy instruments of R4F, because of coming from a different funding / instrument).

In fact, this funding is very insightful since it provides added value to farms from data and data management and enhances the importance of data cooperative and concept creation through farmer cooperation. Data cooperative is the future solution for the management and further processing of data from primary production. The results of the project are scalable for all production directions and primary production processes.

All in all, the Data Cooperative Project strengthens the economic position and continuity of primary production in a more challenging operating environment. The development of data-based business and training is of national importance and the results of the project can be utilized throughout the country.

Regarding **Action 3.2, the action was complete and exceeded the target of 20% achieving 46%**. Activities are ongoing in order to develop further technologies for the purpose of the project. Information, research and knowledge on how to reduce food waste are available, but often challenging to find, in fact, finding the relevant information and putting it in practice can be difficult even for the professionals working in the food service sector.

On the other hand, the waste insight team of the University of Vaasa, the Natural Resources Institute Finland (LUKE) and the city of Lapua demonstrate the new PAJATSO platform with the aim of making food waste reduction easier and more attractive. In fact, the PAJATSO platform is about collaboration and learning. It consists of an online course "Tackling food waste" - game designed for food service professionals.

The collaborative network is for sharing ideas on how to prevent and reduce food waste and a material bank with a collection of hands-on guides and information on food waste, where users can further add their own sources. The PAJATSO platform is a part of business ecosystem of the larger PAJATSO project carried out by the Waste insight team of the University of Vaasa. The project is partly funded by European Regional Development Fund."

3/. Action Plan monitoring

The monitoring system of South Ostrobothnia of the Regional Council of South Ostrobothina, establishes two mechanisms: a joint monitoring (common to the seven action plans designed by the Lead Partner to monitor, analyze and report the implementation of actions) and an additional self-monitoring mechanism defined by each partner according to their needs and internal structure.

In the case of the self-monitoring mechanism, it compresses the monitoring and reporting of implementation at regional scale by the regional project coordinator of REGIONS 4FOOD, Seinäjoki University of Applied Sciences. More specifically, the monitoring of the Action Plan implementation has been carried out by personal contacts, communication face to face or by e-mail to the implementing stakeholders.

Regarding the result indicators for the Action, so far, the situation is depicted as follows:

Table 5. Seinäjoki University of Applied Sciences Action Plan – Result indicators of Action 1

Action name		Result indicator	Target	Achieved	Status by January 2023
Action 1. Developing the regional agri-food	**Action 1.1/** Food Technology Knowledge and Competence Centre	Interviews for companies in order to set goals and map out point of views.	3	20	**ACHIEVED**
		Financier and umbrella organizations	4	2	**ACHIEVED**
		Development organizations	4	1	**ACHIEVED**
		Roadmap document on establishing the Food Technology Knowledge and Competence Centre	1	1	**ACHIEVED**
		A larger scale project application to ERDF or RRF	1	Achieved and exceeded: 2 follow-up projects approved and started: Timeline: 1.1.2023 - 31.12.2025 Budgets around 600 000 € + 930 000 € (regionally remarkable amounts)	Achieved and exceeded: 2 follow-up projects approved and started: Timeline: 1.1.2023 - 31.12.2025 Budgets around 600 000 € + 930 000 € (regionally remarkable amounts). **ACHIEVED**
	Action 1.2/ Food Province 2030	Interviews to companies of the food chain in order to map out point of views concerning the Food Province strategy, vision and mission	120	17 workshops with 85 participants from 75 companies/organisations. (Strategy and project application processes ongoing as expected.)	**ACHIEVED**
		Food Province strategy 2022-2030 document, which guides the development of the regional agri-food cluster	Y/N	Yes, ongoing as expected.	**ACHIEVED**
		A larger scale project application to EAFRD which takes the strategy into action	1	IN PROGRESS for 2 applications during 2023	**IN PROGRESS** for 2 applications during 2023

Source: Own creation. Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

According to the initial target from the indicators of **Action 1.1, the prospects are very positive and almost all targets were achieved**. The number of interviews to companies was by far exceeded (20), considering the initial target of 3 interviews. The goal of financier, umbrella and development organizations was also reached. The roadmap document on establishing the Food Technology Knowledge and Competence Centre has also been achieved, and the application for 2 connected ERDF projects regarding "Future Farmi Food" has also been launched, with a considerable investment - Budgets around 600 000 € + 930 000 € (regionally remarkable amounts).

Regarding **Action 1.2, two of actions achieved their targets and the last one is progressing with good pace**; the strategy and project application has been fulfilled as planed and several workshops were celebrated with 85 participants from 75 companies/organisations involved out of the 120 initial goal.

Regarding the result indicators for Action 2, so far, the situation is depicted as follows:

Table 6. Seinäjoki University of Applied Sciences Action Plan – Result indicators of Action 2

Action name	Result indicator	Target	Achieved	Status by January 2023
Action 2. DigiFarmi-project: Education for farmers in digitalisation and new technologies	Number of demo-events	8	6	**IN PROGRESS**
	Number of project seminars	4	2	**IN PROGRESS**
	Number of participants in project activities	120	206	**ACHIEVED**
	Number of companies involved	6	24	**ACHIEVED**

Source: Own creation. Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

Regarding the result indicators **of Action 2, it can be said to be in good progress**. Out of the initial target of indicators regarding Action 2, the total target of the number of participants in project activities is by far exceeded, with an initial goal of 120 and having achieved 206. As for the number of companies involved, it also exceeded the original target at the beginning of the project. Results are very good in this sense. As for the number of demo-events and number of project seminars, they can be expected to be reached during the DigiFarmi-project timeline.

Regarding the result indicators for Action 2, so far, the situation is depicted as follows:

Table 7. Seinäjoki University of Applied Sciences Action Plan – Result indicators of Action 3

Action name		Result indicator	Target	Achieved	Progress done from November 1st 2022 until January 31st 2023
Action 3. Developing utilization of data in the food value chain /	**Action 3.1.** Establishing Regional Data-Cooperative for farmers	Number of applications sent/approved	1	1	Achieved 9/22
		Data cooperative established	Y/N	N	No: Establishing the cooperation will be prepared in the project 18.11.2022–31.12.2024
		Number of actors in the cooperative	50	0	0: Establishing the cooperation will be prepared in the project 18.11.2022–31.12.2024
	Action 3.2. Combining data to reduce surplus food: PAJATSO	Amount of surplus food reduced in the participating demonstration kitchen	20%	To be reported at the end of PAJATSO project	Achieved and exceeded: -46 %
		Producing an advanced prototype for prediction model	Y/N		YES with 200 registered users

Source: Own creation. Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

As was previously stated regarding Action 3, **the Action 3.1 registers positive result** and 1 national EAFRD application that was approved.

Regarding **Action 3.2, the action was complete and exceeded the target of 20% achieving 46%**. Producing an advanced prototype for prediction model was also completed and has reached 200 registered users.

Overall, the result indicators for Action 1, Action 2 and Action 3 depict a positive evolution, since all actions were progressing as planned as well as ensuring the continuity of the project.

4/. Action Plan communication and dissemination

Along with the Action Plan Implementation, **PP3 was active in terms of communicating and disseminating** both project results and outputs of the Action Plan implementations. PP3 used Regional Council and Regions4 Food Project Websites in order to post the project news and achieve more audience among all types of stakeholders and civil society. Likewise, social networks were employed to disseminate the participation in events.

By timeframes, below are listed the communications carried out by the PP3 in the **timeframe 1ˢᵗ of June 2021 – 30ᵗʰ of April 2022:**

- o Regional dissemination event in Seinäjoki (08/10/2021)
- o Published article related to the regional dissemination event of the 8th of October – Regions 4Food project website (18/10/2021)
- o Brochure created to present the development of the Action Plans - Regions 4Food project website (18/10/2021)
- o Education: Agri-food Engineering studies (NOT included in the Action Plan – Impact result)

Additionally, to the dissemination activities mentioned above, several newsletters have been published at the West Finland European Office, project fairs and several other internal project meetings have been launched.

Ranging from 30th of April of 2022 until October 30ᵗʰ of 2022, related to the communication and dissemination, according to the the Seinäjoki University of Applied Sciences, there hasn't been any concrete publications concerning REGIONS 4FOOD.

Related to the communication and dissemination, **ranging from November 1ˢᵗ of 2022 until January 31ˢᵗ of 2023,** according to the the Seinäjoki University of Applied Sciences, article and social media post were delivered targeting Students, General public, Companies, Public administration/Policy makers and RDI actors.

Table 6. Communication activities (November 1st of 2022 - January 31st of 2023)

COMMUNICATION	WEBSITE
Article (13.12.2022) and social media post (14.12.2022) about it. The article includes information and links about: DISSEMINATION OF INFOGRAPHICS, POLICY RECOMMENDATIONS DOCUMENT, PROJECT VIDEO AND INTERVIEW DOCUMENT OF THE RESULTS OF THE IMPLEMENTATION OF THE ACTION PLANS. It's published in the online magazine of SeAMK and shared via Facebook.	https://lehti.seamk.fi/kestavat-ruokaratkaisut/yhteistyo-tiedonvaihto-ja-koulutus-keskeisina-teemoina-regions-4food-hankkeen-paatosseminaarissa/ https://www.facebook.com/seamkruoka

Source: Own creation. Data extracted from the REGIONS 4FOOD Members Common Monitoring System.

S3 Traceability & Big Data newsletter of February 2023 also included an article "From policy recommendations to practical implementation" written by Pia Kattelus from the Regional Council of South Ostrobothnia and Soila Huhtaluhta from SeAMK, about the Regions4Food Action Plan implementation and regional impact.

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5/. General conclusions on action plan implementation and policy impact

Progress done in the Action Plan implementation during the whole project has been according to plans, to a large extent.

The main goals of each action have been achieved and partly notably exceeded. Minor changes have been applied considering the needs of the actions or situations, mostly these have moved the actions to bigger and more effective direction. Some of the actions are continuing over the reporting period.

The **implementing actors have worked actively and in good cooperation with the agri-food sector and quadruple helix network in the region and also internationally**. The impact of implementing these actions is very visible for the regional agri-food sector and many important objectives are targeted. **PP3 points out that they have been able to do hands on work with the innovation ecosystem and digitalisation, in close cooperation with key actors of the region, and the support of the managing authorities**.

The **main contribution to policy improvement is very concrete as planned**: **new projects to be financed through the regional funding of European Regional Development Fund and European agricultural fund for rural development**.

At the same time, by the Actions, PP3 is stating that they can have influence on the regional development through strengthening the innovation ecosystem and generating further development in the project themes.

With the projects' progress, **the change in the territory comes through the implementing actors and the applied activities as increased capacity, knowledge and cooperation possibilities for the actors throughout the agri-food sector**.

The visibility of the projects strengthens the message sent in a regional scale, that these themes are important and emphasized in regional funding from the policy instruments.

Likewise, PP3 points out that they also participated in the updating process of both policy instruments. The implementation process is also already producing further development, investments, cooperation and strategies.

Finally, **REGIONS 4FOOD project has had an impact in supporting and inspiring this regional development by the exchange of good practices**.