

Study visit to the Netherlands on local economic development

Report

Study visit ‘Mayors for Economic Growth’

10 February 2019 – 16 February 2019

Rotterdam, 28 February 2019



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Introduction

Within the scope of the Mayors for Economic Growth initiative, Ecorys organised a study visit for a selected group of local economic development officials of local authorities from the six Eastern Neighbourhood countries. The one week study visit took place in the Netherlands in the period of 10 February to 16 February 2019.

The aim of the study visit was to deepen the knowledge of participants on local economic development through presenting good practices of local economic development in the Netherlands. The focus of the visit was on institutional and organisational set-ups, financing, policy development and project development.

To do this, the group of participants led by representatives from Ecorys and the Project Team Leader visited a range of local authorities and entrepreneurs in different areas of the Netherlands, where local practices and approaches on economic development were presented and discussed.

In this document, the outcomes of the study tour are presented. Emphasis is placed on the final programme and the outcomes of the participant evaluation with regard to lessons learned. First, an overview of the programme and a description of the content that was discussed is provided. Second, an overview of lessons learned by participants is presented. Third, the evaluation per activity is discussed. In the annexes, the final programme and information package are provided.

1 Programme overview

The pages below provide a detailed overview of the programme of the study tour per day and the content discussed during the various meetings.

1.1 Sunday 10 February

The first day of the study tour was a travel day, where the participants travelled from their home countries to the Netherlands. Pickup by bus was arranged for all participants and both the study tour coordinator and the interpreter were at the airport to welcome the group. After a short bus ride to Rotterdam, the participants checked into the hotel successfully and spent the rest of the afternoon on an individual basis.

1.2 Monday 11 February

Monday marked the formal start of the study tour, with an introduction at the Ecorys office in Rotterdam, and the first local visit to the Municipality of Delft. During the introduction, Ecorys CEO Manon Jansen and Mayors for Economic Growth director Atze Verkennis offered warm words of welcome. Local governance expert Viek Verdult (Partner at Ecorys) introduced the participants to the basics of the Dutch governmental system, including information on the different levels of government and the different governmental responsibilities. Also the concept 'triple helix' was introduced, which stresses cooperation between public organisations, private parties and knowledge institutions. The presentation provided a solid foundation for the visits during later stages of the week.

The afternoon programme revolved around the Municipality of Delft, with a presentation on the local economic policies in the old City Hall and a visit to Schieoever, a local brownfield site, which is redeveloped for mixed use. During these presentations, the value of cooperation with local entrepreneurs was emphasised. To facilitate exchange between the participants and stimulate intercultural learning, a joint dinner was organised in Rotterdam at the end of the day.



1.3 Tuesday 12 February

Visits to multiple governmental organisations in The Hague were the core of the programme for the second day of the study tour. The day commenced with a presentation by the Ministry of Economic Affairs and Climate. In this presentation, the national 'Topsectorenbeleid'¹ was described, based on smart specialisation theories. This provided the group with a clear framework of national policies that support developments at a local scale.

The first example of these local developments was given in the next presentation by the director of The Hague Security Delta, an organisation that links relevant organisations in the field of security. This was a practical example of how local clustering can lead to economic growth in the shape of extra jobs. The Municipality of the Hague picked up where the HSD presentation left off, by describing the role of the municipality in the development of this local security cluster. The participants were then escorted back to the hotel for a free evening.



1.4 Wednesday 13 February

Wednesday brought the group a perspective of developments in a province with a fairly rural typology. During a short touristic visit of Neeltje Jans, a visitor centre next to the largest storm surge barrier in the world, the participants gained insights on the Netherlands' historical battle against the sea. In the afternoon, the focus was moved to the impact of tourism on local economic development in the Municipality of Veere.

During a visit to regional development agency Impuls, in Vlissingen, the participants got a first impression of the role and importance of regional development agencies in stimulating economic development at a regional level. Here, the participants learned about different methods of cooperation between local authorities and businesses. The location of the presentation was at an innovation hub called Dockwize, where young start-ups are supported with a range of services.

¹ The topsectorenbeleid puts emphasis on the development of nine different themes or industries within the Netherlands. These nine 'topsectoren' are sectors in which the Netherlands traditionally has strong economic interests. In line with smart specialisation theories, extra investments are made in the 'topsectoren' to stimulate economic growth.

1.5 Thursday 14 February

On Thursday, a visit to two cities in the province of Noord-Brabant was scheduled. Starting in the city of 's-Hertogenbosch, the group visited PlantLab, a new and successful startup. Plantlab attempts to find solutions for feeding the global population without depleting natural resources. A very relevant topic in relation to agricultural development. Included was a presentation by the municipality in which the cooperation between PlantLab and the municipality was discussed. A tour on the premises of the company provided the group with further insights on the work done.

In the afternoon, the group paid a visit to the Automotive Campus in the Municipality of Helmond. Helmond is a city in the vicinity of Eindhoven, in the province of North Brabant. Traditionally, Helmond had a very developed textile industry, but with growing importance of textile production in different countries, the industry in Helmond declined. This led to high unemployment in the city and a decrease of living standards. With new economic initiatives, Helmond has managed to attract companies and start-ups in the field of Automotive industries in recent years. Its location close to the technical hub of Eindhoven means it can benefit from spinoffs of the technical university and other high tech developments. In barely fifteen years, the Automotive Campus has grown into the top national and international hotspot when it comes to green mobility and smart mobility.



1.6 Friday 15 February

The final content-related activity of the study tour was a visit to VNG (the association of Dutch municipalities). VNG offers a platform for municipalities and municipal services and advocates for municipalities. Municipalities are supported in their development ambitions and strong links with other governmental layers are maintained by VNG. After an informative session on municipal cooperation, a final wrap up session including participants' evaluation of the whole programme was organised. During this session, the participants provided formal feedback on the organisation and content of the study tour, and any lessons learned.

1.7 Saturday 16 February

Saturday morning, a bus brought the participants to the airport for their journey back home.

2 Key lessons learned

During the evaluation session on Friday, the participants were asked to provide feedback to three overarching questions: What were the main lessons learned during the study tour? Which of these lessons will you try to implement in your own municipality? And, How can the Mayors for Economic Growth programme support you with this implementation?

2.1 Lessons learned

The core objective of the study tour was to deepen the knowledge of participants on local economic development through presenting good practices of local economic development in the Netherlands. Cooperation between the public and private sector and knowledge institutions (science/educations) to foster economic development was a recurring theme during the study visit (the Triple-Helix). Virtually all presenters stressed the importance of good contacts between the municipality and entrepreneurs in the region. By fostering collaboration, municipalities can take a leading role in connecting relevant organisations. This in turn leads to better networks of companies and public institutions, which enhances the innovative capacity and economic development of a region. For the majority of the participants, this is an important lesson to take home.

2.2 Implementation at home

Cooperation is also the central concept that participants want to implement in their home countries. Many participants were surprised by the tight bonds between private businesses and local governments and asked questions on how these bonds can be established. The assumption for many participants was that the municipalities provided financial support to entrepreneurs to enhance the relationship. However, most of the connections are established through non-financial forms of support such as providing help with finding suitable business partners or suitable office space. These are important lessons that participants will take home and try to implement in their own surroundings.

2.3 Support from Mayors for Economic Growth

The participants were asked to indicate their need for certain types of support to help with the implementation of the various lessons learned. In general, the participants appreciate the sharing of information and good practices through for example the website. Also, initiatives like this study tour are highly appreciated. Specific training activities regarding local economic development in the home countries of the participants are requested by some of the participants, in particular on developing stronger networks with the different actors in the triple-helix.

3 Evaluation of individual elements

The participants were provided with an extensive evaluation form at the beginning of the study tour. During the evaluation session on Friday, the evaluation forms were collected. In the two paragraphs below, we briefly describe the outcomes of the evaluation, first for the organisational aspects and second for the content related aspects. A final paragraph is devoted to the answers that were written for open questions in the evaluation form.

The participants were also asked to provide a general judgment on the study tour on a scale from 1 – 5, with 5 being the highest. All of the participants have given the highest possible grade for this question. We can therefore safely conclude the study visit was successfully executed.

Table 1 Results of overall evaluation question

Evaluation question	Average grade
With what mark would you grade the study tour? (1 – 5; With 1 being the lowest and 5 being the highest)	5,0

3.1 Organisational aspects

All organisational aspects of the study tour received high grades, with some such as bus transports and translation services receiving only the highest grade possible. There is one category, which stands out: the mid-day lunches were perceived slightly less positively (albeit still with an average grade of 4.4). A possible explanation for this is that Dutch lunches are usually less extensive than lunches in the participants' home countries. An overview of the grades is provided in the table below.

Table 2 Evaluation of organisational aspects

Evaluation question	Average Grades
Hotel in Rotterdam	4,8
Hotel in Amsterdam	5,0
The dinner on Monday in the S.S. Rotterdam	4,8
The dinner on Wednesday in Prachtig	4,8
The dinner on Thursday in Floreyn	4,9
The mid-day lunches	4,4
Quality and comfort of the bus transport	5,0
Pickup at the airport	5,0
Translation services	5,0
Ability to manage and solve issues	4,9
Overall organisation of the study tour	5,0
Quality of the info package	4,9

3.2 Content related aspects

Like the other aspects of the study tour, the content of the presentations was graded very positively. The overall introduction session and the presentation at the Municipality of Delft were seen as most positive. The practical site visits were sometimes graded slightly less positively. A possible explanation for this is that the example sites were often very advanced. For some participants, this might have come across as an unrealistic example or goal for their local setting. Overall, the content of the tour was highly appreciated. An overview of the grades is provided in the table below.

Table 3 Evaluation of content related aspects

Evaluation question	Average Grades
Relevance of the study tour	4,7
Content discussed during various visits	4,7
Degree of depth and detail of the presentations	4,7
Introduction at Ecorys office	5,0
Presentation at the Municipality of Delft	5,0
Presentation at the Schieoevers	4,6
Presentation at Ministry of Economic Affairs and Climate	4,8
Presentation The Hague Security Delta	4,5
Presentation The Hague Municipality	4,8
Visit to Neeltje Jans	4,9
Presentation and visit Municipality of Veere	4,9
Presentation Impuls	4,8
Presentation Municipality of 's Hertogenbosch	4,9
Presentation PlantLab	4,8
Visit Automotive Campus Helmond	4,8

3.3 Open questions

The evaluation form provided room for participants to provide written comments and feedback. The written comments were fairly limited and primarily concerned compliments on the different aspects of the study tour. A few participants remarked that it would be valuable for them to have more time to discuss the discussed content in the group. For a study tour in the future, it is worthwhile to invest in a workshop session with the participants, where experiences from the home countries can be shared and compared, and good practices can be exchanged.

Annex 1: List of participants

(Country coordinator in **bold**)

N	Name of Participant	Organization	Position	Email	Phone number	Language
Armenia						
1	Zemfira Harutyunyan	Areni	Economic Development officer	zemfira.harutyunyan@mail.ru	37493405686	Rus
2	Gohar Davtyan	Dilijan	Economic Development officer	davtyango2017@gmail.com	+374 99122299	Rus
3	Varazdat Mheryan	Martuni	Economic Development officer	mheryan21@rambler.ru	+374 91763980	Rus
4	Armen Khachatryan	Sevan	Economic Development officer	armensevan@mail.ru	+374 98707130	Rus
5	Hayarpi Kirakosyan	Tashir	Economic Development officer	hayarpi.kirakosyan@bk.ru	+374 77818568	Rus
Belarus						
6	Alesia Karnachova	Polotsk	Head of Economy Department, LEDO	Klas70@yandex.ru otdeleconomiki54@mail.ru	+375292174827	Rus
7	Tatsiana Tarasevich	Glubokoye	Deputy Chairman, LEDO	tanyatarasevich76@mail.ru	+375297654768	Rus
8	Volha Skoblia	Novogrudok	Head of Economy, Trade and Services Department, LEDO	yo.scob@mail.ru	+375293293544	Rus
9	Anastasiya Melnikava	Korma	Deputy Head of Economy Department, LEDO	korma.411@yandex.by	+375447148226	Rus
10	Sviatlana Viarbitskaya	Vileika	Deputy Head of Economy Department, LEDO	ekon@vileyka.minsk-region.by, werswetlana@mail.ru	+375296657043	Rus
Georgia						
11	Tina Abuladze	Baghdati	Chief Specialist, LEDO	tikoabuladze25@gmail.com	+995 595900610	Rus
12	Marekhi Kankadze	Tskaltubo	Head of Service, LEDO	marexikankadze@gmail.com	+995 591059013	Rus
13	Aleksandre Tkebuchava	Poti City	Head of Monitoring Division, LEDO	aleksandre.tkebuchava@yahoo.com	+995 577120595	Rus
14	Meri Abramishvili	Bolnisi	Head of Department, LEDO	meri.abramishvili@gmail.com	+995 591400038	Eng
15	Zaur Rostomashvili	Gori	Senior Specialist, LEDO	zakorostomashvili@gmail.com	+995 574772488	Rus
16	Irakli Gokhelashvili	Tbilisi City	Chief Specialist, Member of LEDP working group	i.gokhelashvili@tbilisi.gov.ge;	+995 555400777	Eng

N	Name of Participant	Organization	Position	Email	Phone number	Language
Moldova						
17	Donceva Tatiana	ATU Gagauzia	Project manager, LEDO	voron-kom@mail.ru	373 69226079	Rus
18	Culeva Natalia	Cahul municipality	LEDO	natalia_1573@mail.ru	373 78773074	Rus
19	Li-Șui-Cean Veronica	Carpineni village	LEDO	vevicean@gmail.com	373 68472123	Rus
20	Arama Tatiana	Pioneer project, RDA South	Project coordinator, LED consultant	aramatatiana@gmail.com	373 69559091	Rus
21	Vasilcov Rodelia	Edineț municipality	Deputy mayor, LEDO	vasilcovrodelia@gmail.com	373 69089586	Rus
Ukraine						
22	Oksana Karpovets-Lysenko	Nemishaeve	LEDO, Deputy head of ATG council	nemrada@ukr.net	380 67 53 15 588	Rus
23	Mariana Matsevych	Dolyna	LEDO Specialist of the Economic Department	maryanakudybyn@i.ua	380 95 14 60 426	Rus
24	Vladyslav Pidhaiets	Severynivka	LEDO, coordinator of M4EG demo project	severynivca@gmail.com	380 63 54 92 410	Rus
25	Olena Demianiuk	Baranivka	LEDO, financial manager of M4EG demo project	lenademprojekt@gmail.com	380 97 4505048	Rus
26	Bohdan Dmytruk	Ivano-Frankivsk	LEDO Deputy Head of Economic Department	dmytruk@mvk.if.ua	380 95 10 64 234	Rus
27	Andrii Hunda	Pniv	LEDO, Advisor to the Mayor on Economic Development	gunda.andriu@gmail.com	380 95 90 98 054 380 96 21 69 808	Rus
28	Inna Komarova	Berdiansk	LEDO, Head of Investing and International Activities Dept	iv.komarova@bmr.gov.ua	38(050)687-56-00	Rus
29	Iryna Soldatova	Pyryatyn	LEDO, Head of Economic Department	irinasoldatova1964@gmail.com	380 6 65 266 684	Rus
30	Larysa Nikitenko	Slavutych	LEDO, Project manager of M4EG EU Grant project	lnikitenko93@gmail.com	38 050 669 54 69	Rus

Annex 2: Information Package

Study visit to the Netherlands on local economic development

Information package

Study tour 'Mayors for Economic Growth'

10 February 2019 – 16 February 2019

Rotterdam, 20 January 2019



Study visit to the Netherlands on local economic development

Information package

Study tour 'Mayors for Economic Growth'

Rotterdam, 20 January 2019

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1 Introduction

Within the scope of the Mayors for Economic Growth initiative, Ecorys organises a study visit for a selected group of local economic development officials of local authorities from the six Eastern Neighbourhood countries. The one week study visit takes place in the Netherlands in the period of 10 February to 16 February 2019.

The aim of the study visit is to deepen the knowledge of participants on local economic development through presenting good practices of local economic development in the Netherlands. The focus of the visit is on institutional and organisational set-ups, financing, policy development and project development.

To do this, we will visit a range of local authorities and entrepreneurs in different areas of the Netherlands, where we will gain insights in the local practices and learn lessons on local economic development approaches.

In this information package, you will find all necessary information for your stay in the Netherlands, including practical information, a detailed programme and information about the institutions to be visited so that you can prepare yourself. When you still have questions after reading the booklet, please do not hesitate to ask either Peter Korsby (team leader of the project) or Ecorys staff members for more information.

General information on the Netherlands is provided through the national website Holland.com. Surf to <https://www.holland.com/ru/tourism/information.html> for information in Russian, and; Surf to <https://www.holland.com/global/tourism/information.html> for information in English.

We are looking forward to welcoming you in the Netherlands and hope you will have an instructive and inspiring week!

2 Practical information

International travel

You can hand over your boarding passes for your flight to Amsterdam to Peter Korsby already at your arrival in the Netherlands. The return boarding passes must be handed over to the Country Co-ordinator upon arrival in your home country.

Pocket money

You will receive EUR 300 pocket money for which you will have to sign. This money can be used for the dinners on Sunday, Tuesday and Friday, and for other costs including for the use of public transport and taxi during your free time.

Costs

The project will cover the costs of transfers between airport and hotel and the interregional transport for visiting the institutions. Other travels inside the city during free times should be paid by the participants themselves.

The costs of food and beverages of group meals (all breakfasts, lunches and three dinners) will be paid by the project. Snacks or hotel minibar items of the participants should be paid at own expense and will not be reimbursed from the project. You can pay these from your pocket money. In general you should avoid using the minibar and the telephone in your hotel room as this might be very expensive.

Any expenditures in airports will be at each participant's own expense.

Hotels

During the study visit, we will stay in the two biggest cities of the Netherlands, Rotterdam and Amsterdam.

Rotterdam

The Art Deco-style **NH Atlanta Rotterdam hotel** is right at the heart of the city, just steps away from shops, restaurants and nightlife. And for business travellers, there are conference centres very close to hand.

- less than 5 minutes' walk to Stadhuisplein, a bustling square with al fresco restaurants and late-night bars
- minutes from Lijnbaan, the main, pedestrianized shopping street
- across from the World Trade Center and an easy walk from de Doelen conference center

NH Atlanta Rotterdam

Coolsingel/Aert van Nesstraat 4
3012CA Rotterdam, the Netherlands
T: +31 10 206 7800
E: nhatlantarotterdam@nh-hotels.com



Amsterdam

You'll find the **NH Amsterdam Museum Quarter hotel** just outside Amsterdam's centre, sandwiched between a scenic canal and the city's famous Museum Square. We're just a 5-minute stroll from the city's main shopping street, PC Hooftstraat and a 10-minute stroll to the Heineken Experience.

- round the corner from the Rijksmuseum and the Van Gogh Museum
- 25-minute walk from the RAI Exhibition and Convention Centre
- quiet, peaceful location

The hotel bar offers a simple lunch and dinner menu. You can also have a drink or relax in the lounge. And if you're keen to work out, there's a 24-hour, fully equipped fitness room.

NH Museum Quarter

Hobbemakade 50

1071XL Amsterdam, the Netherlands

T: +31 20 573 8200

E: nhmuseumquarter@nh-hotels.com



Public transport

Public transport coverage in the Netherlands is broad, with frequent metro, tram and bus services. The system works with a so called ov-chipcard. An OV-chipcard with € 10 on it is included in your information package. You can use the ov-chipcard in all types of public transport in the Netherlands. You will receive a printed map of tram and metro connections for both Amsterdam and Rotterdam upon arrival.

Public transport in Rotterdam

Our hotel in Rotterdam is located right in the city centre, so restaurants and other attractions are within walking distance. If you want to make use of the public transport system, the metro stations that are closest to the hotel are station Beurs and station Stadhuis.

Public transport in Amsterdam

The hotel in Amsterdam is located in the Museum Quarter, at walking distance from the Rijksmuseum. There are multiple tram stops close at hand, including station Museumplein, Ruysdaelstraat, and Rijksmuseum. The closest metro stop is De Pijp.

Taxi

You cannot stop a taxi in the streets in the Netherlands, but you can:

- Phone a local taxi service and book yourself a cab.
- Catch a taxi from a taxi stand. You will find these at major railway stations and central touristic locations.
- Ask the staff at a restaurant or a hotel to order a taxi for you.

Prices are standardised and there is a meter in the taxi which shows the price while you drive.

Taxi in Rotterdam: +31 10 237 2018

Taxi in Amsterdam: +31 6 1968 1663

3 Detailed programme

The pages below provide a detailed overview of the programme of the study tour per day.

3.1 Sunday 10 February

Arrival

Time	Activity
11.10 – 12.35	Arrival of participants at Schiphol Airport <i>Reception at the airport by Thijs Fikken & Walter Hulsker</i>
13.00 – 14.00	Transport of participants to Rotterdam by bus

3.2 Monday 11 February

Introduction at Ecorys, visit to the Municipality of Delft, and dinner in the ss Rotterdam.

Time	Activity
09:15 – 09:45	Transport from the hotel to the office of Ecorys
10:00 – 12:00	Welcome and introduction to Ecorys / The Netherlands
12:00 – 13:00	Lunch
13:00 – 13:30	Transport by bus to the Municipality of Delft
13:30 – 14:30	Presentation by Director Economic Affairs Delft and representative of entrepreneurs on local economic development practices in Delft.
14:30 – 15:00	Transport to Schieoevers
15:00 – 16:30	Presentation and tour of Schieoevers <i>Schieoevers is an old industrial area which is being redeveloped for mixed use (housing, SME development and recreation).</i>
16:30 – 17:30	Transport to ss Rotterdam
18:00 – ...	Dinner at ss Rotterdam

3.3 Tuesday 12 February

Visit to the Ministry of Economic Affairs and Climate, The Hague Security Delta and The Hague Municipality.

Time	Activity
09:00 – 10:00	Transport from hotel to Ministry of Economic Affairs and Climate
10:00 – 12:00	Presentations on Dutch policies and on regional/local economic development
12:00 – 12:30	Transport to The Hague Security Delta <i>The Dutch security cluster 'The Hague Security Delta' is a network of businesses, governments and knowledge institutions, that work together on knowledge development and innovation in security.</i>
12.30 – 13.30	Lunch at The Hague Security Delta
13.30 – 14.30	Presentation of The Hague Security Delta on the development of business incubators and their impact on local economic development
14.30 – 14.45	Break
14.45 – 16.00	Presentation The Hague Municipality on economic policies
16.30	Transport back to hotel, free evening in Rotterdam

3.4 Wednesday 13 February

Visit to the province of Zeeland, the Municipality of Veere, regional development agency Impuls and Dockwize

Time	Activity
08:30 – 10:00	Transport to Neeltje Jans
10:00 – 11:30	<i>Short touristic visit of Neeltje Jans, visitors centre next to the largest storm surge barrier in the world. More than half of the Netherlands lies below sea level. The Delta Works were built to keep everyone safe and to prevent flooding.</i>
11.30 – 12.00	Travel to Domburg
12.00 – 12.30	Presentation by Mayor of Veere, Rob van der Zwaag, on tourism and a specific project in the municipality.
12.30 – 13.15	Lunch
13.15 – 14.15	Tour of Domburg
14.15 – 15.00	Travel to Impuls
15.00 – 16.30	Visit to regional development agency Impuls (Province of Zeeland) and Dockwize Presentation on local economic development policies and instruments
17.00 – 19.00	Transport to Rotterdam
19.00	Dinner in restaurant Prachtig Rotterdam

3.5 Thursday 14 February

Visit to the province of Noord-Brabant, the Municipalities of 's Hertogenbosch and Helmond, and two high tech development sites.

Time	Activity
9:00 – 10:15	Transport to Plantlab (Municipality of 's Hertogenbosch) Take all luggage from Rotterdam
10:30 – 12:30	Presentation by local LEDO on day to day work and practice. Site visit agro-logistics
12:30 – 13:30	Transport to Helmond
13:30 - 14:00	Lunch
14:00 – 17:00	Visit Automotive Campus <i>The Automotive Campus has over 1250 people – including around 600 students – working on the mobility solutions of the future. They do so at leading automotive businesses, knowledge institutes, innovative start-ups, and educational institutes. In barely fifteen years, the campus has grown into the top national and international hotspot when it comes to green mobility and smart mobility.</i> <ul style="list-style-type: none"> • Presentation by Campus Director on the activities on campus • Presentation by Municipality of Helmond • Tour of the campus and visit to an interesting SME
17:00 – 19:00	Transport to Amsterdam
19:00 - ...	Dinner in Amsterdam

3.6 Friday 15 February

Visit to VNG (association of Dutch municipalities)

Time	Activity
9:00 – 10:00	Transport to VNG, The Hague
10:00 – 12:00	<i>Presentation on role of municipal cooperation in local economic growth</i>
12:00 – 13:00	Lunch in The Hague
13:00 – 14:00	Wrap up session and evaluation
14:00 – ...	Travel to Amsterdam and free time

3.7 Saturday 16 February

Departure

Time	Activity
8:00	Departure bus to Schiphol Airport

4 Host institutions

General information on the Netherlands is provided through the national website Holland.com. Surf to <https://www.holland.com/ru/tourism/information.html> for information in Russian, and; Surf to <https://www.holland.com/global/tourism/information.html> for information in English.

4.1 Monday 11 February

Municipality of Delft

The city and municipality of Delft is located right between the bigger cities of Rotterdam and The Hague, in the Province of South Holland. Historically, Delft is known for its Delft Blue pottery, its influential role during the Dutch Golden Age (17th century) and well known painters like Johannes Vermeer. Also, the traditional burial place of the Dutch royal family is in the Delft Nieuwe Kerk (New Church).

Right now, Delft is both a popular tourist destination and a centre for science and education. The Technical University is considered one of the best in the world. Delft has a range of old industrial sites due to former industrial industries. At these sites, new SME development is being stimulated jointly with the local authorities. One of these sites is the Schieoevers, where redevelopment of industrial sites is a core theme. During our study tour, we will take a close look at the developments at Schieoevers.

4.2 Tuesday 12 February

Ministry of the Interior and Kingdom Relations

The Ministry of Economic Affairs and Climate Policy (Dutch: Ministerie van Economische Zaken en Klimaat) promotes the Netherlands as a country of enterprise with a strong international competitive position and an eye for sustainability. It is committed to creating an excellent entrepreneurial business climate, by creating the right conditions and giving entrepreneurs room to innovate and grow. By paying attention to nature and the living environment. By encouraging cooperation between research institutes and businesses. This is how the leading positions in agriculture, industry, services and energy are enhanced and how the government invests in a powerful, sustainable country.

The Hague Municipality

The Hague is the third biggest city in the Netherlands, and seat of the government of the Netherlands. The city is located on the western coast of the Netherlands. The Dutch King Willem-Alexander lives and works in The Hague, and most foreign embassies and international organisations are located in the city, including the International Criminal Court. The economy of The Hague is centred around services and a large share of the professional life in the city is related to



governmental institutions, since the Dutch government is seated in the city. There are no notable large scale industrial activities in The Hague.

The Hague Security Delta

The Dutch security cluster 'The Hague Security Delta' (HSD) is a network of businesses, governments and knowledge institutions that work together on innovative security solutions and knowledge development. In this network, security issues are discussed and knowledge is shared on cyber security, national and urban security, protection of critical infrastructures, and forensics. The HSD partners have a common goal: a more secure world, more business activity and more jobs. The core of the security cluster is the HSD Campus, the national innovation centre for security in The Hague.

4.3 Wednesday 13 February

Municipality of Veere

The rural municipality of Veere is located in the Province of Zeeland. It is a rural region, with a big agricultural community. Veere itself is a quaint old Dutch town, and the beaches and marina's attract around 4 million tourists annually.



Neeltje Jans

The artificial island Neeltje Jans is located in the municipality of Veere and was built to facilitate the construction of the Oosterscheldekering. The Oosterscheldekering is part of the Delta Works, a range of dams and storm surge barriers that were designed to protect the Netherlands from



flooding from the North Sea. Almost 17% percent of the Netherlands is below sea level, and more than half of the country is less than 1 metre above the sea level. The dam is designed to last more than 200 years and is sometimes referred to as the eighth Wonder of the World.

Impuls Zeeland

Impuls Zeeland is the development agency in the Province of Zeeland. The goal of the development agency is to support and diversify the economy in Zeeland. Impuls tries to contribute to the development in a visible way by providing networking opportunities and facilitating the knowledge economy. The core goals of Impuls are:

- Development of the regional economy by facilitating large scale projects
- Development and implementation of projects that support the knowledge economy in Zeeland
- Economic marketing and acquisition.



4.4 Thursday 14 February

Municipality of 's Hertogenbosch



's Hertogenbosch (also known as Den Bosch) is located in the southern Netherlands. The city was built as a fortress, and this can still be seen in the current layout. A large portion of the city is still surrounded by the old city moat. Its city centre is well known for its 'gezelligheid' (cosiness) and the famous pastry: 'Bossche Bol'. Den Bosch is home to the Saint John's Cathedral, which dates back to the 13th century and is well known for its gothic design and the sculptures on the arcs of the cathedral.

PlantLab

A new and successful startup in Den Bosch is the company Plantlab. Plantlab attempts to find solutions for feeding the global population without depleting natural resources. During our study tour, we will take a further look at the work of Plantlab, and their cooperation with the municipality.

Municipality of Helmond

Helmond is a city in the vicinity of Eindhoven, in the province of North Brabant. Traditionally, Helmond had a very developed textile industry, but with growing importance of textile production in different countries, the industry in Helmond declined. This led to high unemployment in the city and



a decrease of living standards. With new economic initiatives, Helmond has managed to attract companies and start-ups in the field of Automotive industries in recent years. Its location close to the technical hub of Eindhoven means it can benefit from spinoffs of the technical university and other high tech developments. An example is the Automotive Campus, which we will visit during the study tour.

Helmond Automotive Campus

The Automotive Campus has over 1250 people – including around 600 students – working on the mobility solutions of the future. They do so at leading automotive businesses, knowledge institutes, innovative start-ups, and educational institutes. In barely fifteen years, the campus has grown into the top national and international hotspot when it comes to green mobility and smart mobility.



4.5 Friday 15 February

VNG (Vereniging van Nederlandse Gemeenten)

The association of Dutch municipalities offers a platform for municipalities and municipal services and advocates for municipalities. Municipalities are supported in their development ambitions and strong links with other governmental layers are maintained by VNG.

Amsterdam

Amsterdam is the capital city of the Netherlands. With around 830,000 inhabitants in the municipality, and more than 2.3 million in the metropolitan area, it is the biggest city in the country. Dating back to the 13th century, Amsterdam got its start as a trading city. Even in its earliest days, Amsterdammers saw the value of building relationships with other cultures, especially when it helped facilitate trade and economic development. Today, Amsterdam retains its character as an open and tolerant society, attracting visitors and new residents from all corners of the globe.

There is a broad range of interesting touristic attractions to visit in Amsterdam, like the renowned Rijksmuseum, the Anne Frank museum and the Van Gogh Museum, but also canal tours and

For more information on Amsterdam, go to this link:

<https://www.iamsterdam.com/en/about-amsterdam>



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7 Airport and public transport maps

About Ecorys

Ecorys is a leading international research and consultancy company, addressing society's key challenges. With world-class research-based consultancy, we help public and private clients make and implement informed decisions leading to positive impact on society. We support our clients with sound analysis and inspiring ideas, practical solutions and delivery of projects for complex market, policy and management issues.

In 1929, businessmen from what is now Erasmus University Rotterdam founded the Netherlands Economic Institute (NEI). Its goal was to bridge the opposing worlds of economic research and business – in 2000, this much respected Institute became Ecorys.

Throughout the years, Ecorys expanded across the globe, with offices in Europe, Africa, the Middle East and Asia. Our staff originates from many different cultural backgrounds and areas of expertise because we believe in the power that different perspectives bring to our organisation and our clients.

Ecorys excels in seven areas of expertise:

- Economic growth;
- Social policy;
- Natural resources;
- Regions & Cities;
- Transport & Infrastructure;
- Public sector reform;
- Security & Justice.

Ecorys offers a clear set of products and services:

- preparation and formulation of policies;
- programme management;
- communications;
- capacity building;
- monitoring and evaluation.

We value our independence, our integrity and our partners. We care about the environment in which we work and live. We have an active Corporate Social Responsibility policy, which aims to create shared value that benefits society and business. We are ISO 14001 certified, supported by all our staff.



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