



Danube Transnational Programme
TalentMagnet

GOOD PRACTICE CATALOGUE OF TALENT ATTRACTION AND RETENTION

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1. INTRODUCTION

1.1 ABOUT THE TALENTMAGNET PROJECT

<http://www.interreg-danube.eu/approved-projects/talentmagnet>

TalentMagnet project is a transnational program co-funded by the European Union funds that addresses major societal, demographic and labour market challenges caused by the outmigration of highly educated young people from the Danube Region. Many young, educated people are leaving small and medium sized towns and moving to bigger cities, mainly capital cities to seek better job opportunities, more interesting living and cultural environment or better education opportunities. This outmigration causes shortage of educated people in smaller towns, companies struggle to find highly qualified employees, it also decreases the level of entrepreneurship and innovations and causes the loss of progress in these towns and regions. This is an important issue for local and regional authorities who need to cope with these socio-economic problems caused by brain drain. It is important that the authorities become aware of the issue and start the initiative to attract and retain the talented people in their towns and regions. Such initiatives may require applying appropriate policies and measures, close communication, and cooperation with other important bodies in the region such as education facilities, industry representatives, etc.

The TalentMagnet project aims to address these challenges and strengthen multilevel governance, improve institutional capacities to reduce the outmigration of talented young workforce and to create practical tools to attract and retain talent – tailored to the specific needs of small and medium sized cities.

In the framework of the TalentMagnet project, several contents are developed in the field of talent attraction and retention. The activities are divided into five Work Packages from which one is dealing with management activities (WPM) and another one is dedicated to communication activities (WPC). The remaining three Work Packages are thematic (WPT1 – Methodology and Planning, WPT2 – TalentMagnet Toolkit and WPT3 – Pilot Actions and Policy Integration), and they are all in accordance with each other. The WPT1 concentrates on delivering the methodology and planning that sets the basis for further work and actions, revealing the situation of partner countries based on secondary and primary research. Several deliverables will be prepared during its activities, such as a Baseline Study, a Primary research - survey among the target groups, a Partner-level situation analysis, this Good Practice Catalogue, a Slide deck on the

main findings of the baseline study, a Practical Guide on Preparing and Governing Talent Attraction and Retention Plan and Training materials.

The aim of this Good Practice Catalogue is collecting, processing and presenting talent attraction and retention good practices. With doing so, this document will serve as an idea-book for cities, stakeholders and the wider public to have concrete examples on how to implement interventions in connection with talent attraction and retention. Furthermore, it will support the stakeholder engagement, dissemination and policy work.

The TalentMagnet project involves partners from 12 countries and the Good practice catalogue introduces the list of good practices of talent attraction and retention from those countries. Some of these practices are available only in local languages and this is a good opportunity to describe them in English for a wider audience. Beside those partnership countries, good practices are also presented from European countries outside of the partnership and three good practices from other parts of the world which are the USA, Canada and Australia. Great ideas can come from anywhere.

1.2 ABOUT THE GOOD PRACTICE CATALOGUE OF TALENT ATTRACTION AND RETENTION

This Good Practice Catalogue was prepared in the frames of the Danube TalentMagnet project – “Improved Institutional Capacities and New Multilevel Governance for Talent Attraction and Retention in the Danube Region” – which addresses major societal challenges caused by the outmigration of highly-educated young people, primarily from small and medium sized towns in the Danube Region. The TalentMagnet project aims to strengthen multilevel governance, improve institutional capacities to reduce the outmigration of talented young workforce and to create practical tools to attract and retain talent – tailored to the specific needs of small and medium sized cities. In the framework of the TalentMagnet project, several contents are developed in the field of talent attraction and retention.

At each of the good practice there is a table with categories: Mobility; Buildings and public spaces; Quality jobs, functioning labour market; Business environment and ecosystem; HR development, education, lifelong learning; Housing; Quality public services; Recreation and cultural offer; Unique image, marketing, communication; Welcoming talent and Attracting investors. Respective categories are highlighted at each good practice. There are different types of good practices in the collection, some of them are rather huge comprehensive packages,

while others are individual projects or actions. In each description the underlying issue or challenge behind the initiative is explained, the tools and methods are described and realised, or expected benefits and impacts are also demonstrated.

1.3 GLOBAL NEEDS FOR TALENT MANAGEMENT

It's never been easier to move abroad to seek better education, job opportunities and quality of life in today's globalized world. It can make an important effect on the source countries from where the talented people are leaving, such as scientists, medical staff, technology experts, entrepreneurs, those countries experience a brain-drain, and it can immobilize the country or region's development. On the other hand, the receiving countries are gaining an advantage due to the higher skilled and talented workforce, which will attract more investors and specialized knowledge-intensive companies.

International talented people can bring new knowledge and technology to the country, region or city. Overall, skilled talented people contribute to creation of knowledge and innovation. These factors and the lower availability of skilled and talented people has started the “war for talent” in many places.

Talent attraction and retention programs aim to change the trend of brain drain. There have already been several research projects focused on talent management throughout all the European Union countries. This catalogue focuses on existing research on talent management that has already been carried out in European as well as non-European countries and also capitalizes on the already completed projects such as Attractive Danube, EDU-LAB and Youmig.

1.4 GLOBAL TALENT COMPETITIVENESS

<https://www.insead.edu/sites/default/files/assets/dept/globalindices/docs/GTCI-2017-report.pdf>

In the recent years INSEAD (The Business School for the World) started to follow up activities on a global scale to measure how cities and regions deal with Talent Management and how competitive they are compared to the rest of the world. It's often easier to provide changes and development in such fields as brand, quality of life, and educational opportunities on a city or regional level, than on a country level. Also, cities can differentiate themselves through local capabilities. All of this can help them in talent management competitions between other cities.

Many European cities receive very good scores every year. Mainly Scandinavian countries have a very high ranking due to their programs for Talent attraction and retention.

The Global Talent Competitiveness Index combines the academic research and expertise of INSEAD in cooperation with Adecco Group and Google. Every year the index is addressing different themes: Global Talent in the Age of Artificial Intelligence, Entrepreneurial Talent and Global Competitiveness, Talent and Technology, etc. The index shows global trends of countries, cities and companies in Talent Management, and their response to the ever-changing situation in the economy, labour market, and industry trends, etc.

The index evaluates data from the main 6 pillars (Enable, Attract, Grow, Retain, Vocational and technical skills, and Global knowledge skills).

There are certain features that define a well-performing country. They focus their talent development efforts on every stage of the education process (primary, secondary, tertiary education, apprenticeship, continuous work training), they are open to both people and ideas, and they keep employees motivated.

Based on INSEAD, cities and regions not only compete for talent, but they also often act as leaders that define new ways to grow, attract and retain talent. In recent years, the opinion that “people go where the jobs are” has been replaced with the perception that “the jobs go where the talent is”. Companies tend to be placed in those cities where there is potential for educated, talented people who help them develop new innovations.

RANK	CITY	SCORE
1	Copenhagen (Denmark)	74.0
2	Zurich (Switzerland)	67.7
3	Helsinki (Finland)	65.4
4	San Francisco (USA)	63.5
5	Gothenburg (Sweden)	62.6
6	Madrid (Spain)	60.2
7	Paris (France)	59.4
8	Los Angeles (USA)	58.2
9	Eindhoven (Netherlands)	57.8
10	Dublin (Ireland)	57.2
11	Cardiff (UK)	56.2
12	Sydney (Australia)	55.9
13	Berlin (Germany)	55.6
14	New York (USA)	55.3
15	Vienna (Austria)	55.1
16	London (UK)	54.4
17	Birmingham (UK)	53.9
18	Bilbao (Spain)	53.7
19	Singapore (Singapore)	52.4
20	Barcelona (Spain)	52.1
21	Brno (Czech Republic)	51.8
22	Tallinn (Estonia)	51.2
23	Hanover (Germany)	51.0
24	Krakow (Poland)	50.5



2 KEY WORDS

The definition of the main key words is presented to establish a common understanding of used terms in this document.

2.1 TALENT

Talent is a set of abilities of a person including skills, knowledge and capacity for growth and development. It also refers to people with innate gifts, as well as people who have learned knowledge and skills related to a particular field. The term talent management was introduced into the human resource management literature in the late 1990s with the report of the war for talent by Mackenzie & co. It was said that “talent management is critical to an organization's success by identifying, developing and promoting the organization's talented individuals and thus creating a competitive frontier.”¹

2.2 TALENT MANAGEMENT

Talent Management is one of the most important instruments in HR management. In relation to our document, Talent Management is a set of tools and actions to attract, develop and retain highly educated talented people. It's performed on a city, regional or national level.

2.3 TALENT ATTRACTION AND RETENTION

Talent Attraction and Retention is a part of Talent Management and consists of actions, programs and processes to actively attract, welcome or keep talented people. It can be performed on company, city, regional or national level.

¹ Fatemeh Azizi Rostam, https://www.researchgate.net/publication/347468786_TALENT_MANAGEMENT

3 MODELS OF TALENT ATTRACTION MANAGEMENT AND RESPECTIVE EUROPEAN PROJECTS

Many European cities and regions got involved in initiatives that helped them to attract and retain talent. There are several programs that help them to increase the talent-pool.

Based on the research of Tendensor, which is a consultant company that participates in projects related to Talent Management, there are seven main approaches in Talent Management based on involvement and distribution of competencies, activities, and models of funding.

During the project Talent Attraction Management in the Nordic Regions and Cities (TAM), they focused the research to illustrate how public and private actors can create a successful cooperation for Talent Attraction Management. 17 Nordic cities participated in the project. Case studies were created during the project to see different approaches in talent management.

Tendensor identified seven models for Talent attraction management and their advantages and disadvantages:

<https://tendensor.se/en/publications/>

3.1 THE PUBLIC SECTOR-DRIVEN MODEL

This approach is very common in European cities and has many sub-models, but in principle it's the public sector who initiates TAM activities. In this model the role of private sector stakeholders is not excluded. The risk is that this model might not be close enough to the employer's needs. The critical step might be when the initial pilot phase is funded by public or EU funds and then goes to a more sustainable, long-term mix of public and private funding.

A good example is the project "Work in Bavaria" where during TAM activities the public sector also cooperated with the private sector's main companies in the region (BMW, Adidas, etc). In this cooperation the activities were targeted to the talent group needed in the region. The next good example is project GEN-Y, an Urbact III project that explored how cities can attract, develop, and retain Creative-Tech talent of generation Y.

3.1.1 GEN-Y CITY

<https://urbact.eu/gen-y-city>

The GEN-Y project is an Urbact III project, co-financed by ERDF and its main goal was to explore how cities can attract and retain creative-tech talent of generation Y (Millennials) and was implemented in 12 European cities. The cities focused their activities in attracting and retaining talent in four main areas – Placemaking, which covers the attractiveness of the city, its cultural and social offers, affordability, etc; High value employment opportunities is another important aspect for Millennials, recognized brands are often enough to persuade them to stay in the region. Very good cooperation and collaboration platforms to organize hackathons and smart city initiatives, etc. were created in some cities with the main brands to promote and offer trainee programs; Opportunities of Self-Employment such as graduate start-up programmes, social innovation start-up programmes, incubation and innovation centres; Professional and social ties that bind the talented millennials in the city, for example, mentoring programmes for international students and ambassador networks.

In this project, the initiative and activities of local and regional authorities to provide support, promote talent management activities and to encourage the industry was crucial.

3.2 THE MARKET AND SPONSOR DRIVEN MODEL

In this model, the activities are carried out by public sector or public-private partnership (PPP), and the services are paid or sponsored by the business community or other employers.

An example is the Talent Management project Brainport Eindhoven in Eindhoven, Netherlands.

The advantage of this model is that the TAM activities are more individually targeted to fulfil the business needs, but there's a risk of it disappearing if requests temporarily decrease. It's also challenging because it's more complicated to address other development aspects such as urban design, residential planning, and improvements in the education system.

3.2.1 BRAINPORT EINDHOVEN

<https://brainporteindhoven.com/>

The project involves many companies, and they support activities to attract talented people during their studies, and then also when they are looking for work. Brainport also presents the opportunities in their high-tech region for everyone interested.

The base funding was supplied by the public sector and academia, but was created by The Brainport International Community with around 28 member companies from high-tech sectors to help finance the TAM activities. Another pillar to this model is the regional expat centre, where banks, insurance companies and other firms sponsor operations.

The Brainport Talent Centre has been developed by Brainport companies and organizations to attract and retain talent through worldwide promotion and trainee programmes like Erasmus+. This enables European students to have an internship at these companies in the Brainport region. It also creates communities of tech and IT experts to share their experience and knowledge in different fields.

3.3 THE DIVISION OF WORK MODEL

Talent Management activities are created and financed through the Talent Capital strategy. The active and leading role in the implementation of the strategy is often taken over by the private sector. This model includes basic public sector involvement, mainly legitimization of activities.

This model can be seen in cities in North America, or one of the most well known is Singapore. Singapore's success relies not just on individual talent, but on a broader national strategy where all stakeholders work together to emphasize talent as key to the country's economic development. In these examples it can be seen that public sector leaders, regionally or locally, can pioneer the TAM activities as they have done in the Singapore case. There are many mayors or other location managers who are prepared to take a legitimising and leading role. The model ensures the all-time demand from the business community for TAM activities and promotes innovation and excellence in service design.

3.4 THE SOCIAL ENTREPRENEURSHIP-DRIVEN MODEL

This model is mainly relevant for solutions in talent retention and integration.

One of the examples that illustrates this model is the Stockholm Global Expat Centre. The program “Stockholm Model” has been developed by Stockholm University and its member base. The activities are financed from fees paid by members.

3.4.1 STOCKHOLM GLOBAL EXPAT CENTRE

The Stockholm Global Expat Centre was founded in 2008 by a woman from the Netherlands, who was an expat herself. It's a non-profit association and offers professional support programs for international employees, diplomats, and their families such as language training, cross-cultural services and job support, and a variety of services and activities that get expats to participate in the life and language in Sweden.

This non-profit model creates motivation for public and private support and innovation.

3.5 THE NETWORK MODEL

This model is linked to several different initiatives among the quadruple helix actors. It's open to all interested actors who can contribute. It's based on the idea that talented people are coming from different places and have different entry points and there is no single solution that fits all their needs. The model relies on an open network of platforms that enable multiple entry points for talent. This model is represented in the Copenhagen Talent Bridge project or STAY project in Aalborg, Denmark. This model suits places with a mature talent management ecosystem.

3.5.1 THE COPENHAGEN TALENT BRIDGE

<https://www.copcap.com/>

The Copenhagen Talent Bridge project was financed by EU and regional funds and the main objective was to create regional collaboration to attract international talent to come and live in Copenhagen. The Talent bridge symbolizes the bridge between various actors, efforts and initiatives. It focuses on four main areas: companies (internationalisation programs, matchmaking events), start-ups (entrepreneurship programs, growth fast tracks), spouses (career fairs and workshops), and new talent (development of the international house in Copenhagen, creating programs to introduce them to social life, etc).

3.5.2 STAY

<http://www.businessregionnorthdenmark.dk/>

The STAY project wants to ensure that highly educated people stay and work in Aalborg after graduation. The project partnership relies on the coordination of different quadruple helix actors, established business and academic networks. The “North Denmark Business Region” has been established, which is a cooperation consisting of 11 municipalities with the aim to create growth through joint effort. The cooperation includes activities supporting several areas such as education, high-tech jobs, etc.

The network of municipalities cooperates on many initiatives with a large number of various actors such as business organizations, trade unions, local businesses, private and public companies, state institutions, etc.

3.6 THE TALENT ATTRACTION ARENA-CENTRIC MODEL

This model stands on attractions that are unique and cannot be found anywhere else. Together, a combination of talent, culture, specialised knowledge and physical location form together to offer a unique place, in a certain domain. It can't be applied everywhere and such uniqueness may attract people outside of the territory.

It can also mean science parks and clusters. Mainly, there are two factors to be successful that are important in the case of science parks. First are successful tenant firms and second is innovation and technology transfer. Talented people are crucial for both factors, and they undertake many different activities to attract and retain them. These activities are often connected with local universities and municipalities.

In this model, strong brand image is an advantage to attract talent.

3.7 THE SINGLE FORERUNNER APPROACH

This model is considered as a starting point and is also often used to attract and retain talent in many places. It's usually based on one or a few people initiating talent management activities, either city officials or employers. At the beginning it's positive that there are some talent attraction services and it can be maintained this way for quite a long time, but the whole model is very fragile. If this first phase is successful and the actors can move to the next, more formal and structured phase, involving a network of stakeholders, it has a potential of long-term stability.

4 EU-FUNDED PROJECTS RELATED TO TALENT MANAGEMENT

There are several projects funded by the European Union in connection with talent attraction and retention. In this section of the document, some of them – which are closely connected to the topic of the TalentMagnet project – are listed with a brief overview of the consortium, funding programme, time of project implementation, main aim and activities.

4.1 TALENTAS - DEVELOPING A STRATEGY FOR THE IMPLEMENTATION OF A TALENT POLICY IN LITHUANIA

https://www.icmpd.org/fileadmin/user_upload/TALENTAS_leaflet_final.pdf

Its objective was to contribute to attracting and retaining a higher amount of talent in Lithuania, including students, graduates, and highly skilled migrants and Lithuanians living abroad. In frames of the project, the consortium developed a comprehensive overview of the existing ecosystem regarding talent management initiatives and policy measures; identified potential measures to improve the talent policies in the country and strengthened the evidence base and institutional capacities to formulate, develop and implement talent policy. It was a project with funding from the European Union via the Structural Reform Support Programme and in cooperation with the European Commission's Structural Reform Support Service that took place in 2019-2020. The partnership consisted of 3 partners.

4.2 WORKING4TALENT - HUMAN CAPITAL AND INNOVATION: EMPLOYMENT POLICIES IN LOCAL AND REGIONAL INNOVATION NETWORKS FOR TALENT ATTRACTION AND BETTER JOB OPPORTUNITIES

<https://keep.eu/projects/5407/>

This project dealt with employment policy issues related to the local and regional innovation systems. In less developed regions, innovation demand (innovative companies, public and private research centres) is lower, and innovation-related jobs are less abundant, driving many talented young people to emigrate. The project aimed to identify the employment policies responding to such new realities; policies that help matching talent supply and demand; policies providing the right incentives for talent creation and attraction, and to make talent

mobility an instrument for talent growth. The project was implemented by 9 partners from 8 countries between 2012-2014 and funded by Interreg IVC.

4.3 URBACT – WELCOMING INTERNATIONAL TALENT

<https://urbact.eu/welcoming-international-talent>

This Transfer network focuses on higher education and the knowledge economy. The main European cities attract both students and skilled-workers by their scale and fame, but medium-sized cities need a policy to attract talent, and to keep them economically active. In this project the best practices of Groningen, a welcoming policy for International Students and skilled workers, is transferred. The project is implemented in frames of the URBACT (III. between 2014-2020) programme that has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. The consortium consists of 7 partners from 7 countries.

4.4 CARTTALENT - CHANCES OF RETAINING TALENT IN THE REGION

http://www.huro-cbc.eu/en/project_info/1416

This project was implemented by 2 partners from 2 countries in 2012, within the Hungary-Romania Cross-Border Co-operation Programme 2007-2013. The main activities of the project included data collection, workshops, elaboration of the talent map in the two participating countries, and plans for retaining talent in the region. The collected data may represent proof for local authorities to elaborate the most appropriate frames regarding the educational policy and management of the talent. http://www.huro-cbc.eu/en/project_info/1416

4.5 GENY CITY

<https://urbact.eu/gen-y-city>

The project has been already mentioned in this document as an example of a public sector driven model. The project was implemented during 2016-2018 in frames of the URBACT III. programme which was the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. The aim of the consortium - 12 partners from 9 countries – was to develop, attract and retain young local talent, particularly the creative talent from the Generation Y, within cities of all sizes. As a result of the project, Integrated Action Plans were developed on a local level.

4.6 WOMAN - REALISING A TRANSNATIONAL STRATEGY AGAINST THE BRAIN-DRAIN OF WELL-EDUCATED YOUNG WOMEN

<https://keep.eu/projects/5599/>

The aim of this project, which was implemented in 2012-2014 by 11 partners from 5 countries, was the mitigation of further brain drain of young females from rural areas already severely challenged by demographic change. The underlying challenge behind the project was that especially young well-educated women leave peripheral Central European regions, leading not only to an immediate demographic disadvantage but also future scarcities of skilled workers in affected regions. Project activities included: study trips, analysis of good practices, pilot actions, image campaigns, an awareness-raising competition, social networks activities, etc. The project was funded by the 2007-2013 Central Europe programme.

5 CAPITALIZATION OF INTERREG DANUBE PROJECTS

5.1 ATTRACTIVE DANUBE PROJECT

<http://www.interreg-danube.eu/approved-projects/attractive-danube>

The main objective of the Attractive Danube project was to strengthen multilevel and transnational governance and institutional capacities of policy planners involved in territorial development by establishing a permanent common transnational platform for monitoring territorial attractiveness. The reason behind this aim was that good governance can generate policies which contribute to the maximization of the specific capitals and assets of different territories, and thus to their competitiveness among residents, visitors and businesses, as well.

During the project, capacity building activities and participation processes of relevant stakeholders took place to strengthen the influence on territorial development, regional development, business and tourism. An information platform was created for better decision making, which can be used as an evidence-based approach for strengthening multilevel and transnational governance. Moreover, territorial development potentials and indicators were identified with the aim of addressing environmental, economic, governance and social challenges.

The project was implemented between January 2017 and June 2019 with an overall budget of 1,860,000 Euros in frames of the Danube Transnational Programme, and the Well-governed Danube region Priority, with the involvement of 19 project partners.

The TalentMagnet project is also part of the Priority 4 – Well-governed Danube region, and as its title “Improved Institutional Capacities and New Multilevel Governance for Talent Attraction and Retention in the Danube Region” also supports, its aim is to improve institutional capacities and to create a new multilevel governance.

From the point of view of the TalentMagnet project, the governance model of the Attractive Danube project can be of interest. In the latter, the partnership highlighted the benefits perceived when using the evidence-based approach of planning and policy making. This approach introduces rational decision-making, rigour and a systematic approach which, due to its nature, is repeatable and scalable. In the Attractive Danube project, this approach relies on territorial data represented in transnational and national indicators on the CO-TAMP (Common Territorial Attractiveness Monitoring Platform) and TAMP (Territorial Attractiveness Monitoring Platform). The innovative platforms provide long time-lined data from reliable sources, in a freely accessible and user-friendly manner. Policy planners and decision makers can use the

data in numerous stages of the policy making, such as to describe past and present trends, create new policies, evaluate and monitor policies already implemented during the:

- definition of challenges and goals,
- data collection,
- scenario/option development,
- policy design,
- communication,
- monitoring, and
- evaluation

The shift in paradigm across the multi-level governance system is supported towards integration (of information systems, institutions, stakeholder types, resources); cooperation (vertical, horizontal and transversal); continuity (transcending political mandates); transparency (open, public and understandable); and accountability (visibility of the shared policy process).

The participation of stakeholders is also an outstandingly important aspect of the developed model, emphasised by the capacity building efforts. During the Attractive Danube project, stakeholders were involved into the definition of the platform indicators. Moreover, capacity building workshops were organised to educate possible users of the developed platforms. A handbook was also prepared for users to support those who could not participate in the capacity building workshops.

It is of utmost importance that decision makers are aware of and involved in the local processes and additional efforts are made to start discussions with them. The understanding of new processes, their uptake, and a commitment to future use could be ensured this way. Not to mention, that a multi-dimensional capacity building that enhances the capacities of the stakeholders' representing institutions and the enabling of those institutions could be even more beneficial from the point of view of the projects' aim.

5.2 EDU-LAB

<http://www.interreg-danube.eu/approved-projects/edu-lab>

The EDU-LAB: New Danubian Governance in Labour market Relevance of Higher Education was a project funded by the European Union that started in 2017 and finished in 2019, and was aiming to improve the professional chances of young people in the Danube region by linking education to employment in a sustainable way.

The project consortium consisted of 27 partners from 10 countries, bringing together partners from the higher education sector, business organizations, national public authorities, policy makers and NGOs. During the 2,5-year cooperation, three pilot activities have been implemented in Bulgaria, Serbia, and Slovakia. In August 2018, the Slovak Accreditation Commission approved the launch of a new professional bachelor's programme.

The EDU-LAB project consortium developed the New Danubian Governance Model (NDGM) to specifically address the regional problem of skilled-workforce emigration. In the first step, the Model was outlined based on relevant studies and policy recommendations of the International Monetary Fund, OECD, EU Strategy for the Danube Region, and Europe 2020. The Model was refined in transnational and intersectoral cooperation with more than 100 experts representing policy makers (ministries of education, municipalities etc.), employers' organizations (Chambers of Commerce and Industry, Business and Industry Associations etc.), institutes of higher education (universities, Danube Rectors Conference) and representatives of the civic society (NGOs).

Developed within such transnational and intersectoral cooperation, the New Danubian Governance Model was regional in its goals and means and was tailored to the specific national contexts. As a result, the new governance model offered a road map of implementation for every key actor/stakeholder on the level of politics, policies, and projects in the Danubian Macroregion.

The overall aim of the New Danubian Governance Model was to facilitate the implementation of a practice-oriented higher education model by linking the theoretical learning outcomes of higher education to practical skills, thereby elevating the direct labour market relevance of tertiary education.

5.3 YOUMIG

<http://www.interreg-danube.eu/approved-projects/youmig>

The Interreg-funded YOUMIG project (2017–2019) investigated the migration of young people in the Danube region. It aimed at documenting and analysing migration flows and to support local communities in articulating policy responses. For that, it suggested improved indicators to measure migration and to track integration processes and their impact on the local level; and it produced a data toolkit.

The Danube region is considered to be a highly mobile region. Specifically, young people (15 to 34 years) are more mobile than ever and take advantage of free movement in the European Union and the benefits of the Common Market by moving to different countries or cities, mainly because of educational purposes or greater job prospects elsewhere. Thus, whereas some Danube region countries and regions benefit from the immigration of young people, others suffer from the youth's outflow. This development has significant administrative implications for policymakers who must deal with the issue of emigration movements. One major reason for these divergent developments is the substantial wage differences across countries in a comparatively small and well-connected Danube region.

The YOUMIG project captured and analysed the whole complexity of youth migration in the Danube region. On the one hand, it documented developments in Austria and Germany as popular destination countries for young people. On the other hand, it showed the effects of these movements on Bulgaria, Romania, and Serbia as countries that continuously lose talent. In considering other states of the Danube region, that is, Hungary, Slovakia, and Slovenia, both trends can be observed, often resulting in circular migration and divergent developments between different regions within these countries. YOUMIG's methodology and project design could also be applied to other Danube countries (and other European countries in general) as well. Its results invite comparisons, and its data can be used for future research.

The YOUMIG project was also an example of fruitful international cooperation and collaboration between academic institutions, statistics offices, and municipalities. In total, 19 partners from eight different countries were involved in this project.

YOUMIG aimed to boost institutional capacities and support multi-level governance by enhancing local and national decision-makers in youth migration. The project helped to develop a more sophisticated governance approach in terms of human capital and to increase the Danube region's competitiveness by better migration governance. Consequently, this transnational partnership culminated in creating

individually designed youth migration strategies, considering different movement indicators, and introducing solutions based on internationally tested tools and practices.

Furthermore, the YOUMIG project produced several national policy recommendations and local strategies. Whereas the national policy recommendations are based on comprehensive macro-level analysis of the countries involved in this project, the local strategies focus on the micro-level by developing a sophisticated set of strategies for cities and municipalities in the Danube region. They also aim to help cities develop better tools for tracking migration movements and its consequences, and for monitoring integration processes.

6 GOOD PRACTICES FROM PROJECT PARTNER COUNTRIES

NAME	CATEGORY
Austria Migration management - LE Kompass Center for Applied Technology (ZAT) - Hightechnology Start Up Center Participation strategy young Weiz Rurasmus	Welcoming talent Business environment and ecosystem Recreation, Cultural offer, Unique image, Marketing, Communication Education, Unique image, Welcoming talent, Attracting investors
Bosna and Herzegovina The Best with the Best Business Incubator Zenica (BIZ)	Welcoming talent Business environment and ecosystem
Bulgaria Choose Burgas Economic history of Varna - inspiration for young entrepreneurs in the city "Ruse - Free Spirit City" Municipal Foundation 'BulgariaWantsYou' Web Platform	Quality jobs, HR development Education Education, Cultural offer, Welcoming talent Quality jobs, Welcoming talent
Croatia Talent Acquisition and Onboarding Strategy Center of Excellence for Entrepreneurship Rezervart Youth and Independent Culture Centre Incentive Housing for Doctors	Quality jobs, HR development, Unique image, Marketing, Welcoming talent HR development, Education, Lifelong learning, Unique image, Marketing, Communication, Welcoming talent Buildings and public spaces, HR development, Cultural offer, Buildings and public spaces Quality jobs, Housing, Quality public services
Czech Republic Education and Talent Management Support Programm - Technical and Natural Sciences Refill Project	Education Buildings and public spaces, Cultural offer
Germany Expansion of higher education facilities Stuttgart: My Motor, Technology, Talent, Tolerance "Hypzig - Is Leipzig the new Berlin?" Talent Attraction	HR development, Education, Lifelong learning Mobility, Quality jobs, Functioning labour market, Business environment and ecosystem, Education, Welcoming talent, Attracting investors Mobility, Housing Parks and green spaces, HR development, Education, Lifelong learning, Housing, Recreation, Cultural offer, Unique image, Marketing, Communication

NAME	CATEGORY
Hungary	
National Scientific Students' Association Conference	HR development, Education, Lifelong learning
Talent of University of Szeged, Faculty of Economics Scholarship	HR development, Education, Lifelong learning
New National Excellence Programme	Quality jobs, Functioning labour market, HR development, Education, Lifelong learning
Youth Research and Youth Roundtable	Mobility, Parks and green spaces, Buildings and public spaces, Quality jobs, Functioning labour market, Business environment and ecosystem, HR development, Education, Lifelong learning, Housing, Quality public services, Recreation, Cultural offer, Unique image, Marketing, Communication, Welcoming talent, Attracting investors
Hungary/Romania	
Youth Entrepreneurship Support (YES)	Quality jobs, Functioning labour market, Business environment and ecosystem, HR development, Education, Lifelong learning
Romania	
Youth talent support publications	Quality jobs, Education
Education and talent management support program to stop outmigration of the youth and to help youth to return to their homeland	Quality jobs, Education
Serbia	
Young entrepreneurs	Quality jobs, Functioning labour market, Education, Lifelong learning, Marketing, Communication
Strategy for attracting young people and introducing them to work through practice	Quality jobs, Functioning labour market, Business environment and ecosystem
Roma inclusion	Functioning labour market, Quality public services, Cultural offer, Communication
Apatin Sports Federation	Education, Lifelong learning, Recreation, Unique image, Welcoming talent
Slovakia	
Support scheme for the return of experts from abroad	Quality jobs
The strategic role of culture for Košice	Cultural offer
Slovenia	
Encouraging the Development of Secondary Education in Local Environment	HR development, Education, Lifelong learning
Stimulation of municipal contribution for young families and an exempt from payment of compensation to use building land if they move into new construction	Housing
SAŠA Incubator - It is the hub for young entrepreneurial talents	Education
School centre Velenje - promotion of secondary and higher education in cooperation with the local economy	Education
Ukraine	
Open Student Contest in Painting "Silver Easel"	Welcoming talent
NGO «Transcarpathian Film Commission»	Quality jobs

6.1 AUSTRIA

6.1.1 MIGRATION MANAGEMENT – LE KOMPAS

LOCATION: LEOBEN, AUSTRIA

POPULATION: 24 848

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Moving to a new city can be challenging for anyone. Finding new housing and employment, knowing about necessities involved with moving to a new city, like residence registration. Knowing about leisure activities, clubs and associations, family services such as schools, kindergartens, etc. The requirements for obtaining the student grant.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The LE-Kompass was founded by the city of Leoben in 2019. LE-Kompass wants to ensure having a smooth transition into the Leoben community.

The service ranges from information about registration at the place of residence, residential construction projects, leisure activities and training opportunities, to possible subsidies to facilitating contact and communications with other institutions and authorities. Also a welcome feast and other events were organised.

BENEFITS OF THE INTERVENTION

People who come to Leoben find it easier to connect with the different communities and companies.

The city benefits from immigration and the diversity of people. There is also a contact point from the beginning so it is easier to develop an extensive network.

SOURCE OF INFORMATION

<https://www.leoben.at>

<https://www.lekompass.at>



6.1.2 CENTER FOR APPLIED TECHNOLOGY (ZAT) – HIGH TECHNOLOGY START UP CENTER

LOCATION: LEOBEN, AUSTRIA

POPULATION: 24 848

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Highly qualified young people, who study at the Montan University of Leoben emigrate to other cities and countries because they cannot get an interesting job in the region or pursue their professional goals. This also includes realizing their ideas and developing innovations.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

ZAT was founded by the city of Leoben and Montan University Leoben in the year 1999 with the support of the State of Styria.

The talent-related objectives of ZAT are to support potential founders on their way to success with know-how, infrastructure, financial support and network.

46 founders have been successfully supported since the establishment of ZAT.

ZAT offers events for potential founders where they can present their ideas. These ideas are then analysed and further developed with the help of experts. The founders learn strategies for developing a successful business model. They get access to grants and funding and learn about legal and tax law issues. They also get the chance to network with experienced founders.

Good Practice Catalogue of Talent Attraction and Retention

By signing a contract, the founders are bound to the coaching program. They get first-class coaching, a highly attractive network and co-financing.

BENEFITS OF THE INTERVENTION

The founders benefit from the highly qualified coaching program and a top-class network and investors. The city of Leoben benefits from the founders by being tied to the city with their know-how by having investors and shareholders from Leoben or the region. Due to the infrastructure offered, the company is based in Leoben.

SOURCE OF INFORMATION

<https://unternehmer-werden.at/fotos/>



6.1.3 PARTICIPATION STRATEGY YOUNG (WEIZBETEILIGUNGSSTRATEGIE JUNGES WEIZ)

LOCATION: WEIZ, AUSTRIA

POPULATION: 11 500

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	<u>Unique image, marketing, communication</u>
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	<u>Recreation, cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The project's objective was to link the youth-relevant fields of action of culture and identity, social network and economy via the cross-cutting themes of ecology, mobility and participation. The mobilisation of the young target groups was to take place through their own needs orientation and a form of young communication corresponding to their identity, for example through social media. The city of Weiz should be perceived as a lively, attractive and above all, opportunity-rich regional centre for youth culture, education, training and work that can offer young people a variety of opportunities in a sustainable ecologically oriented living environment.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

In 2017 the city of Weiz with support from the Province of Styria and the European Union developed and initiated the GP to make the municipality of Weiz visible and attractive for young people with their orientations and strengths. The city of Weiz held workshops on process design, city administration and politics to establish a focus group. Also, online surveys in the fields of action and content relevant to the project were conducted. The overall goal of the project was to present the city of Weiz as a lively, attractive and, above all, opportunity-rich regional centre for youth culture, education, training and work that can offer

young people a variety of opportunities in a sustainable ecologically oriented living environment.

BENEFITS OF THE INTERVENTION

During the project, the “Weiz the youthful city” independent project emerged as a result, consisting of committed young people who create authentic and youth-relevant content in cooperation with the city's communication department and distribute it via various communication platforms.

SOURCE OF INFORMATION

https://www.weiz.at/Gemeinde/Projekte/Junge_Stadt_Weiz



Source: <https://de-de.facebook.com/jungeStadtWeiz/>

6.1.4 RURASMUS

LOCATION: AUSTRIA (NO SPECIFIC CITY)

POPULATION: 9 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	<u>Unique image,</u> marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, <u>education,</u> lifelong learning	Recreation, cultural offer	<u>Attracting investors</u>

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Many rural areas experience an emigration of youth and young talent. To prevent this from happening The RURASMUS initiative aims to give young people a new, fun approach to rural areas in Europe, to break down prejudices, build new trust and offer the opportunity to actively shape the future.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

RURASMUS is an initiative for a European "on-the-land-semester" as a supplement to the established ERASMUS semester abroad. In doing so, young people develop a new perspective on rural Europe. Municipalities cooperate with universities and technical colleges and thereby become educational institutions.

The content, process and success criteria for the RURASMUS programme are developed by the municipalities and regions in cooperation with universities and universities of applied sciences. The RURASMUS organisation is the hub for this and guarantees compliance with quality standards.

The municipalities and regions provide young people with adequate premises for working and living. The students are given the opportunity to look behind the scenes, to talk to people in positions of responsibility and to take on responsibility themselves.

They can exchange ideas with the population at local council meetings, in waiting rooms, in businesses or at regulars' tables and conduct field research in the process. In the process, their cultural understanding of life in the countryside also grows.

BENEFITS OF THE INTERVENTION

The RURASMUS programme is to be launched as a complement to ERASMUS. Young people will study for a semester in a community, small town or region. These places become temporary university locations and the local challenges become tasks for students from different fields of study.

SOURCE OF INFORMATION

<https://www.rurasmus.eu/>

6.2 BOSNIA AND HERZEGOVINA

6.2.1 THE BEST WITH THE BEST (NAJBOLJI SA NAJBOLJIM)

LOCATION: TEŠANJ, BOSNIA AND HERZEGOVINA

POPULATION: 463 063

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Municipality of Tešanj is one of the 12 municipalities in Zenica-Doboj Canton with a significant youth migration trend. The reason for such outmigration is mainly the lack of favourable opportunities for youth sport talent. Aiming to attract/retain them, different initiatives in this municipality were established, such as: involvement of young people in sport activities, higher allocations for sport scholarships and improved building capacities.

Nowadays, many young talented people, who are involved in sport achievements, and deprived of essential funds for training and career development, are looking for solutions elsewhere and moving abroad. Their talent and willingness to succeed are apparent, but the conditions and financial resources are minimal.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Sport in Bosnia and Herzegovina is one of the most positive things that promotes the country. However, the number of athletes and trainers who have built their careers in the country is in decline. Therefore, moving abroad seems to be the only reasonable choice. Still, there are many successful individuals and entrepreneurs in Tešanj that unconditionally provide the support to talented athletic individuals and teams. In that sense, it is very important to recognize such significant support which is crucial for preventing the outflow trend of young talent from Bosnia and Herzegovina. The campaign 'The Best with the Best' was started a few years ago with the activities aimed at promoting and supporting the youth sport talent in the country.

BENEFITS OF THE INTERVENTION

The campaign was launched in 2015, aiming to retain young talented people in Bosnia and Herzegovina and to promote their talents and achievements. The long-term goal was to implement all the activities successfully and involve as many talented young people as possible.

SOURCE OF INFORMATION

<http://bit.ly/2ObSbKy>

<http://bit.ly/2MGjZGs>



6.2.2 BUSINESS INCUBATOR ZENICA (BIZNIS INKUBATOR ZENICA))

LOCATION: ZENICA, BOSNIA AND
HERZEGOVINA

POPULATION: 110 663

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The City of Zenica is an administrative, political, economic, cultural and sports centre of Zenica-Doboï Canton. It is also a regional university centre with a fruitful history and long tradition. High unemployment rates, an unfavourable labour market situation and the fact that highly educated young people are not valued enough, forced young people to search for employment opportunities in other EU countries.

Small and medium enterprises (SME) in Bosnia and Herzegovina have an important role in the local and regional development because these companies generate over 60% of the GDP, and as such, they should be provided with more assistance and encouragement for development. On the other hand, many young people, who still need financial aid and practical knowledge, should be involved in the process of local and regional development with their business ideas for start-up companies.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Business Incubator Zenica (BIZ) founded in 2005, was established to promote and develop the idea of entrepreneurship and to provide support to SMEs in the City of Zenica and the whole Central Bosnian Region.

The analysis of market analysis and the business climate in the City of Zenica showed the unavailability of business premises at low prices, as well as a lack of entrepreneurial tradition in the SME sector. The specific objectives of BIZ (e.g., new job creation and citywide economic developmental support, entrepreneurship promotion, private sector developmental support, development of export potential, and promotion of technology transfer among companies, etc) are fulfilled by following services:

- Renting of business spaces at favourable conditions
- Assistance in identification of business opportunities and creation, evaluation of business plans
- Regular support to entrepreneurs through business consultancy and support in problem solving
- Business planning and business matchmaking
- Training programmes (Business English, provision of educational facilities including audio-visual equipment)
- Administrative support

BIZ offers a combination of services, all of which enable fast and successful business development. The main goal is to develop business culture and promote self-employment and the emergence of new companies in the City of Zenica.

The establishment of BIZ is one of the priority projects in the City of Zenica Development Strategy and represents one of the first steps in its implementation. BIZ hosts 42 companies with over 200 employees and has a tendency for strong growth.



BENEFITS OF THE INTERVENTION

The activities completed through BIZ have realistic development opportunities and provide favourable working conditions, suitable working space, administrative - business support, consulting, and other assistance, to establish successful companies. The activities also contribute to develop business culture, creating a favourable business environment, promoting self-employment and the emergence of new companies.

SOURCE OF INFORMATION

<https://zenicainfo.ba/2019/12/26/2019-uspjesna-godina-za-zenicku-razvojniu-agenciju-zeda/>

<https://www.direktno.ba/biznis-inkubator-zenica-za-16-godina-ugostio-vise-od-150-preduzeca/>



6.3 BULGARIA

6.3.1 CHOOSE BURGAS (ИЗБЕРИ БУРГАС)

LOCATION: BURGAS, BULGARIA

POPULATION: 410 331

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs , functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development , education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Like all other cities in Bulgaria, Burgas faces the problem of "brain drain" as well. In the last three decades, nearly 20% of the city's population has moved to Sofia or abroad.

The process is complicated further by the many closed plants, as well as the suspended activities in the chemical industry.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The campaign "Choose Burgas" aims to present employees from Burgas which are good examples who have returned and successfully started work at their company in their hometown.

For the start of the campaign Sutherland Bulgaria met young people, part of the company's team, who after completing their education returned to Burgas to start or successfully continue their careers at Sutherland. The company has created a series of videos shot at city landmarks, focusing on employees and the reasons for their return, such as family, friends, social environment and career opportunities here.

BENEFITS OF THE INTERVENTION

This is the third such campaign organized by Sutherland Bulgaria, and for the last 10 years more than 100 people have returned to Burgas after completing their higher education to work in the company.

SOURCE OF INFORMATION

<https://www.sutherlandglobal.bg/bg/novini/choose-burgas/>



Source: flagman.bg



Source: meduzata.com

6.3.2 ECONOMIC HISTORY OF VARNA - INSPIRATION FOR YOUNG ENTREPRENEURS IN THE CITY (СТОПАНСКАТА ИСТОРИЯ НА ВАРНА – ИЗВОР НА ВДЪХНОВЕНИЕ ЗА МЛАДИТЕ ПРЕДПРИЕМАЧИ В ГРАДА)

LOCATION: VARNA, BULGARIA

CITY POPULATION: 471 252

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

In recent years, there has been an increased migration of younger people from Varna to the capital Sofia and abroad. The percentage of entrepreneurs who prefer to start their own business in Sofia has also increased significantly.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The project aims to present the development of Varna as a primary port, commercial-industrial, cultural-educational, national and international resort and medical centre over the past 150 years and to inspire young people to develop and work in the city.

The project started in 2015 and is implemented annually by Regional Cluster “North-East” (RCNE).

To achieve the goals, the following activities are performed:

- Conducting open days, which include educational talks among students to acquaint them with facts from the economic history of the city.
- Conducting exploratory meetings with young people to present the opportunities for starting own business in the city.

BENEFITS OF THE INTERVENTION

For the past 6 years more than 300 students and young people from Varna have participated in the project.

Three years ago, the initiative grew into a campaign to present the opportunities for entrepreneurship in the city and the region. Entrepreneurship courses are also held.

Within the initiative there is also a mentoring program that supports young talent from Varna and the region in starting own business.

SOURCE OF INFORMATION

<https://www.moreto.net/novini.php?n=307653>

<https://www.youtube.com/watch?v=Nflwe9Mn1Js>

<https://www.youtube.com/watch?v=nrygGwKXypk>

<https://www.youtube.com/watch?v=PJZgro6Q7Mg>

<https://www.youtube.com/watch?v=VE6sUs5JMiI>



Source: Own source 1

6.3.3 “RUSE – FREE SPIRIT CITY” MUNICIPAL FOUNDATION (ОБЩИНСКА ФОНДАЦИЯ „РУСЕ – ГРАД НА СВОБОДНИЯ ДУХ“)

LOCATION: RUSE, BULGARIA

POPULATION: 168 519

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, <u>education</u> , lifelong learning	Recreation, <u>cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The negative demographic trends and the challenges of the labour market for young people have an adverse effect on the social and economic development of the city of Ruse. Many young people move to bigger cities in Bulgaria or abroad to study and find a job. Few of them return to Ruse. Some of the highly educated and qualified young people look for better working and living conditions and leave the city or the country.

On one hand vocational education cannot meet the labour market needs for certain specialists, and on the other hand, the level of competence of the young professionals often does not correspond to the requirements of the employers.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

“Ruse – Free Spirit City” Municipal Foundation was established in 2012. It supports and stimulates activities regenerating the city's creative spirit, enables people to develop their creative vision and take their talent to a new level. Support is provided in three main areas: support of talented people from the municipality of Ruse; organization and support of local initiatives; and project activities.

The Foundation provides financial assistance to talented young people for individual and team participation in national and international competitions and contests, as well as in events, projects and programs in the frame of the “Ruse – Free Spirit City” campaign. In 2014 the Foundation created the “Faces of Ruse” fund supporting activities of talented people in various fields of science, education, art and culture. One of the most successful initiatives of the Foundation is the “Knowledge and Growth” program established in 2016 in cooperation with the Foundation’s long-term partner “Econt Express” Ltd.

In 2019 alone, five talented employees and four creative teams received the foundation’s support under the “Faces of Ruse” fund and 19 projects in the fields of science, education, new technologies; personal growth and history were implemented under the “Knowledge and Growth” program.

The budget of the “Ruse - City of the Free Spirit” Foundation consists of public target funds from the Municipality of Ruse and donations from companies, organisations and private donors.

BENEFITS OF THE INTERVENTION

From 2014 to 2019 the “Faces of Ruse” fund supported the development of 493 talented employees in various areas of public life - 17 people and 27 teams mainly through financing participation in international competitions, science and music festivals, performance events, summer schools, etc.

The “Knowledge and Growth” program contributes to enhancing personal and professional growth of people in Ruse through the approval of 69 projects, the implementation of 407 events, the attraction of 8233 active participants and 92 853 spectators for the period from 2016 to Oct 2019.

The “Ruse – Free Spirit City” Foundation also stimulates communication through science, culture and art by developing and supporting initiatives such as: “Teen Coin” Ruse Innovation Camp, NASA International Space Apps Challenge, Educational and social platform for knowledge, creativity, growth and development, Talent without borders, International Youth Folklore Festival, 3D Street Art Festival, Green Rock Fest Ruse, etc. The Foundation also fosters and supports a variety of sports initiatives.

Within 2 projects funded by the Foundation in 2018, a team from the Telecommunications department at the University of Ruse gave open lectures for use of new IC technologies and trends, organised a lot of workshops and held discussions with hundreds of students from the Ruse region. The aim of the projects is to attract young people to study engineering specialities at the University of Ruse, in response to the

growing labour market needs for engineers. Such professionals are a key factor in attracting investments and development of the city and the region.

The Foundation participated in the project “Integrated Multimedia Platform for Active Culture and Tourism – IMPACT” under the INTERREG V-A Romania-Bulgaria Program. As a result of the project, a spatial database for cultural, natural and historical sites in the territory of the entire cross-border area was created.

SOURCE OF INFORMATION

<https://bit.ly/3kDfuZM>

<http://free-spirit-city.eu/7-godini-fondaciya-ruse-grad-na-svobodniya-duh>

<http://free-spirit-city.eu/uploads/wysiwyg/files/Annual%20report%202019%20BG.pdf>



Source: <http://free-spirit-city.eu/7-godini-fondaciya-ruse-grad-na-svobodniya-duh>



Source:

<https://www.facebook.com/TelecomUniRuse/photos/pcb.2145235498837091/2145217138838927>

6.3.4 'BULGARIAWANTSYOU' WEB PLATFORM (УЕБ ПЛАТФОРМА 'BULGARIAN WANTS YOU')

LOCATION: SOFIA, BULGARIA

POPULATION: 1,2 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs , functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

More than 1,1 million Bulgarians live outside their country's borders. Approximately 330 000 children with Bulgarian citizenship were born abroad over the last 30 years. A survey conducted in 2019 by a large national HR consulting firm indicates that approximately 1/3rd of the Bulgarians living and working abroad are willing to or considering returning to their home country.

At the same time Bulgarian businesses are increasingly in need of new, educated, smart and dedicated staff and the national labour market is literally exhausted for particular job positions.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The 'BulgariaWantsYou' web platform is a private initiative developed by the Movement for National Cause – DNA Association (NGO). Launched in 2020 and funded by private funds, the project is implemented mainly in partnership with the business and supported by national and local authorities and institutions.

The website <https://bulgariawantsyou.com> aims to promote Bulgaria as a good place to live and pursue a career. It attempts to attract Bulgarian citizens living and working abroad and to keep Bulgarians living in the country in the local labour market by offering job opportunities and information about life in different national regions.

The platform presents job announcements from some of the most successful and socially oriented companies in Bulgaria, as well as from smaller business entities with a variety of activities located all over the country. For each open job position published, the companies indicate services to the platform users and benefits provided to its future employees. One of the website's highlights is a specially designed 'Life Cost Calculator' enabling users to establish whether the offered salary will suit their lifestyle and by how much higher/lower their payment meets the standard in different regions of the country. The platform also features video business cards of inspiring Bulgarians sharing their success stories from their country. All of these aims to stir up emotions in citizens so that they can re-discover their connection to Bulgaria and Bulgarian life.

A survey of a national marketing and social research and consulting agency shows that 69% of the Bulgarians abroad who consider returning to their home country would use the platform services.

BENEFITS OF THE INTERVENTION

The development of the platform is business-driven but the initiative is supported by national and local authorities and institutions, thus enabling partnership creation, cooperation and networking in support of talent attraction and retention. Funding is secured through the companies seeking talented employees through the platform - this ensures long-term life and sustainability of the project. The involved companies meet their hiring needs promoting innovation and excellence and communicate their business internationally as socially responsible and working for the benefit of the region.

The initiative is beneficial for the local authorities as it involves video promotions of Bulgarian cities, presenting their social and economic profile, as well as the opportunities for professional and personal realization in them. This is a precondition to establish a strong and attractive image of the cities.

The platform also creates incentives for talent to make the first step and return to their home country. Starting packages amounting up to €5000 aim to support some of the returning Bulgarians using the website. These intend to cover their return flight ticket to the country and/or transport services, rental payments for housing, payment of services or fees, etc.

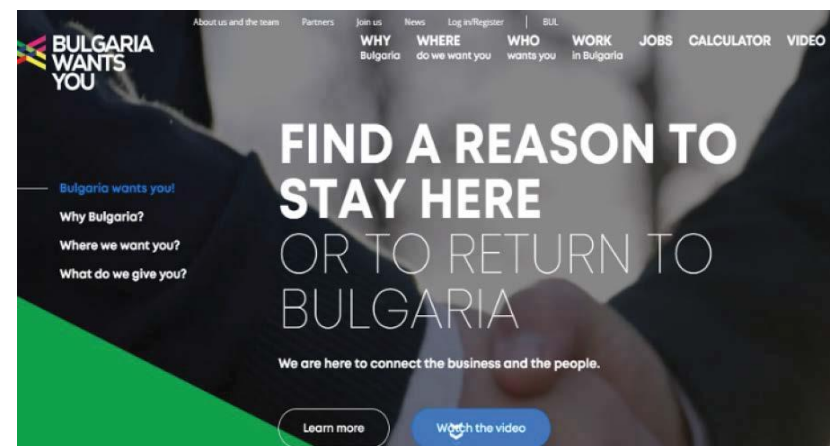
SOURCE OF INFORMATION

<https://bulgariawantsyou.com/en>

<https://www.ues.bg/bg/blog/684-bulgaria-wants-you-novata-inovativna-platforma-v-balgariya>



Source: <https://bulgariawantsyou.com>



Source: <https://bulgariawantsyou.com>

6.4 CROATIA

6.4.1 TALENT ACQUISITION AND ONBOARDING STRATEGY (STRATEGIJA PRIVLAČENJA TALENATA I UVOĐENJA U POSAO)

LOCATION: VARAŽDIN, CROATIA

POPULATION: 46 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	<u>Quality jobs,</u> functioning labour market	Housing	<u>Unique image,</u> <u>marketing,</u> <u>communication</u>
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	<u>HR development,</u> education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Young people in Croatia are facing the problem of finding first employment, because most organisations are looking for candidates with rich work experience and do not provide young people with the opportunity to train in practice with structured mentoring. Even if they manage to find a job, young people often receive a fixed-term contract and a salary smaller than the average wage in the market making it difficult for them to become independent and plan for their future.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Company Mobilis decided to help young people fight these problems. The company's management, along with the human resources department, has recognised the potential of young people, and has actively worked with the Faculty of Organization and Informatics (FOI) in Varaždin for about ten years. Apart from the IT and economic policy that is based on FOI and which is an interesting core business of Mobilis, quality cooperation with this university has been achieved because we wanted to use the potential of the local educational institution.

Cooperation is present throughout the year through the presence of Mobilisis at FOI's Career week, enabling the conduct of professional practice and student work in the company, hosting Mobilisis at FOI lectures as part of the standard class as well as the maintenance of vocational training workshops for students, and providing support throughout the diplomatic work process. All of this assures us that the students of FOI will be at the top of the employer's mind, but also that with their help we adapt to market needs in an adequate way.

Upon arrival at the company, students are treated as full-fledged employees. Since the first day, they have been provided with mentoring from a long term employee with elaborate steps for each of the weeks of practice / work and are engaged on projects that have commercial value for the company. Each student is viewed as a potential future employee of the company and with that aim, the mentors assess their work and propose to the management and HR the recruitment of students at the end of the study. If recruitment occurs, students are awarded an indefinite period and a salary above the market average. Throughout the process, students are briefed on quantitative and qualitative methods of how satisfied they are with the overall process of practice / work in Mobilisis and provide guidance to management and HR in accordance with their suggestions for further development and improvement of practices.

BENEFITS OF THE INTERVENTION

In 2020, there were eight students in practice and student employment, six of whom left to work in Mobilisis after their studies were completed. Good practice is known at FOI and four new students have agreed to training for the first quarter of 2021, and new applications with student feedback have been agreed on, and on a continuing basis to know that they will have good quality practice and the possibility of permanent employment. The synergistic action of the educational institution and the private sector has enabled young people an innovative place to work that facilitates their quality of existence and to monitor their wishes and needs for continued professional progress. Now the FOI educates students from all over Croatia (including beyond) and the students have recognized the potential to work in Mobilisis, it also expresses their desire to stay long-term in Varaždin. This results in strengthening the highly educated workforce, promoting the quality of labour in Varaždin and reduces youth unemployment.

SOURCE OF INFORMATION

<https://www.mobilisis.hr/karijera>

<https://youtu.be/6VHQbejn9gQ>



Source:

<https://www.facebook.com/mobilisis/photos/a.135583666464941/3287074034649206/>

6.4.2 CENTER OF EXCELLENCE FOR ENTREPRENEURSHIP (CENTAR IZVRSNOSTI IZ PODUZETNIŠTVA)

LOCATION: VARAŽDIN, CROATIA

POPULATION: 46 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	<u>Unique image, marketing, communication</u>
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The problem relates primarily to the lack of creativity and financial literacy among young people. Therefore, we are conducting workshops with a Project co-funded by the European Union funds (ERDF, IPA, ENI) for the production of a new product and the production itself, plus preparation for the roll-out of cooperative societies, cash business workshops and design. There is a lack of effective financial management, from personal finances to financial institutions and the simulation of the operation of a capital stock exchange. The focus is on the entrepreneurial idea and the development of the idea, marketing, business communication and business with other trainees in the Republic of Croatia. The program is designed to encourage young elementary and secondary students with special educational skills (gifted students) to be creative, acquire new skills for the realization of propulsive ideas and to create preconditions for developing their own inclinations. The inclusion of all students ensures the principle of social inclusion and the promotion of equality.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The programme takes place in the Economic School of Varaždin. Students participate, with their training company, in the Exercise fair, and the participants in the cooperative are participating in the Cooperative fair. Students in the Entrepreneurship axis of the future participate in the World skills Croatia and Business Challenge. As part of the workshop, the trainee company students share different ideas that their virtual company would be dealing with. The activity is determined, and the recruitment notice is issued. Students respond to their curriculum vitae, job applications, and teacher recommendations. The director of the company conducts a selection interview. When one such company is established, it operates with other trainees, but they also operate with other trainees from around the country. Departments such as management, administration, sales, marketing, procurement, and accounting are activated for all of this to work and any realistic copy of how it normally works within the trainee company, The Centre has been modernised as part of the European project

Interdisciplinary Courier of Medium-Vocational Training School" when the training ERP system was designed, unique in Croatia (<http://www.vjezbenicki-erp.net/>).

- Program: Small creatives
- Participants: Primary school students from 5th to 8th grade in Varaždin County (members of student cooperatives)

Includes creative workshops on making a new product and product development, preparation for the review of student cooperatives, cash business and design.

- Programme: Financial literacy
- Participants: Middle school students of Varaždin County

BENEFITS OF THE INTERVENTION

The results of these activities will be better training for students in the creative realm, on one hand creatively, and on the other hand practicality. The result will be reflected in greater awareness of young people about the importance of creativity and tendency for entrepreneurial thinking.

The Centre of Excellence in Entrepreneurship brings together participants focused on entrepreneurial thinking and entrepreneurial activity to acquire appropriate competencies in this area, as well as additional competitiveness in the labour market in the future. The goal of the Centre is to open the door to the participants in the world of entrepreneurship where they will develop their entrepreneurial skills through work, creativity, and team spirit.

Every year, the Varaždin School of Economics organizes the Training Company Fair and the Student Cooperatives Fair. For the second year in a row, the Company Training Fair has taken on an international character due to the very good cooperation between the school and training companies with a partner school from Germany Engelbert-Bohn-Schule Karlsruhe and a school from Slovenia Ekonomska šola Maribor. Every year, the participants of the Center of Excellence in Entrepreneurship place high in national and international competitions, of which the Business Secretary, Commercialist, Entrepreneurship and Western Balkan Business Challenge stand out.



SOURCE OF INFORMATION

Program of the Center of Excellence in Entrepreneurship for the school year 2020/2021 and the website of the Centers of Excellence of Varaždin County (<http://www.civz.hr/centar-izvrsnosti-iz-poduzetnistva/>)



6.4.3 REZERVART

LOCATION: VARAŽDIN, CROATIA

POPULATION: 46 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
<u>Buildings and public spaces</u>	<u>HR development.</u> education, lifelong learning	Recreation, <u>cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

It addresses the need for the existence of an art centre as a unique and infrastructurally connected space in which artistic talents will develop, especially related to sculpture and other fine arts, which will also expand Varaždin's cultural and artistic offerings related to contemporary cultural creativity and further encourage development of cultural tourism.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

RezervArt is an art centre established on the initiative of sculptor Nikola Vudrag, the City of Varaždin and the communal company VARKOM.

It is a 60,000 square meter former industrial space where the existing industrial halls of the former VARKOM factory are converted into art workshops (studios), and the surrounding park will serve as a sculptural-botanical park where sculptures will be publicly exhibited.

The art centre is still in the development phase, and currently artists Paula Banić and Medo Tkalec are working in the centre alongside Nikola Vudrag. In addition to the space for the artistic activity (workshops, studios),

RezervArt will also have residential apartments for gallerists, managers and artists who come to Varaždin, as well as lecture halls for workshops and lectures.

BENEFITS OF THE INTERVENTION

The centre is primarily aimed at attracting artistic talent from the fields of sculpture, painting, design, applied arts in public office and in general the international exchange of experts dealing with issues of cultural development, catering, art management and agriculture.

Also, over time RezervArt should contribute to the permanent expansion of the offer of cultural content in the city of Varaždin, strengthen the international image of the city as a cultural centre and attract tourists interested in cultural and tourist content.

SOURCE OF INFORMATION

<http://bit.ly/3b75e8Y>



6.4.4 P4 – YOUTH AND INDEPENDENT CULTURE CENTRE (P4 – CENTAR ZA MLADE I NEZAVISNU KULTURU)

LOCATION: VARAŽDIN, CROATIA

POPULATION: 46 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
<u>Buildings and public spaces</u>	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Surveys and research have revealed that young people need a universal space which would, in addition to a diverse youth program, also provide the possibility of 24 hour access, socializing, using the Internet, and the like.

The lack of quality and diverse content for young people has become an increasingly present problem in Varaždin. In addition to cafes that offer similar space, young people lack educational workshops, independent cinema screenings and performances, alternative and local music scenes, exhibitions, and generally a space where they can express themselves creatively, continue personal development outside of school / academic assignments, or listen to a quality concert.

On this track, P4 was launched - a centre for youth and independent culture managed by the City of Varaždin together with the Youth Association Varaždin Underground Club.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

In 2020, the Youth Association VUK and the City of Varaždin jointly launched P4 - a centre for youth and independent culture to target the above problems.

The main goals of P4 are to provide a universal space for young people which, in cooperation with other associations, organizations and individuals, provides diverse content for young people (and all who feel that way). In addition to entertainment and educational content, P4 attracts young (mostly local) talent who express their knowledge at their own exhibitions, concerts and other public (free) events.

The organizations most often responsible for holding such events are the "tenants" of P4 - VUK Youth Association, House of Creative Innovations, Glugl, Vanima, the Trash Association and others. In addition to tenants, the event is organized by various local and regional partners, organizations and actors who propose and implement their programs or are contacted by tenants to participate in the organization of local projects.

Cooperation with other partners provides a wide range of programs and events for diverse youth interests.

BENEFITS OF THE INTERVENTION

Interventions have enabled the creation of diverse content for young people who are now creating not only associations and P4 residents but also visitors, stakeholders, and all young people with ideas for programs and new content.

In addition, the content in P4 has created an audience that is getting wider, more present, and more active month by month both in the use and in content creation.

Young people were given a new space to express and present their talents, but also to socialize and meet new people, network, and personal development.

With the development of P4 - Centre for Youth and Independent Culture, the City of Varaždin develops young people in the city and its surroundings, and the desire is to further develop P4 and bring it closer to the level of other modern European cities. and make Varaždin an attractive destination for young people.

SOURCE OF INFORMATION

https://www.facebook.com/pecetri/about?ref=page_internal

<https://www.pecetri.com/>

Instagram:

pecetri



6.4.5 INCENTIVE HOUSING FOR DOCTORS (POTICAJNA STANOGRADNJA I STANOVI ZA LIJEČNIKE)

LOCATION: VARAŽDIN, CROATIA

POPULATION: 46 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

City of Varaždin and Varaždin County are increasingly suffering the consequences of the outflow of population (especially due to the proximity of neighbouring countries - Slovenia and Austria, as well as the capital Zagreb), and a large percentage comes from the outflow of medical staff. There is a growing need to attract new and retain existing medical staff.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The City of Varaždin provides furnished apartments in cooperation with the Public Institution 'Gradski stanovi Varaždin', and co-finances the rents of apartments together with the General Hospital Varaždin and Varaždin County.

BENEFITS OF THE INTERVENTION

Highly educated staff, especially doctors, has stayed and continue to live in Varaždin, and new medical staff (with an emphasis on quality and promising doctors) is being drawn in also from other parts of Croatia, as well as neighbouring countries. So far, 7 apartments have been allocated for use in 2018 and 2019 in the Hrašćica suburb area, and it is planned to arrange 4 new apartments for the same needs in 2021.

SOURCE OF INFORMATION

<https://gradonacelnik.hr/vijesti/varazdin-jos-tri-stana-za-lijecnike-varazdinske-bolnice/>

<https://aktualno.hr/odlicna-vijest-nova-tri-stana-za-varazdinske-lijecnike/>

<https://varazdinske-vijesti.hr/aktualno/uskoro-natjecaj-za-lijecnicke-stanove-u-hrascici-26177/>



6.5 CZECH REPUBLIC

6.5.1 EDUCATION AND TALENT MANAGEMENT SUPPORT PROGRAM – TECHNICAL AND NATURAL SCIENCES (PROGRAM PODPORY VZDĚLÁVÁNÍ A TALENTMANAGEMENTU – OBLAST TECHNICKÝCH A PŘÍRODNÍCH VĚD)

LOCATION: OSTRAVA, CZECH REPUBLIC

POPULATION: 290 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

City of Ostrava has been facing the “brain drain” during the last few years. It's a city with a history of heavy industry, coal mining and the steel industry. Talented and qualified people are moving to Prague or Brno or other places in Europe. Companies are missing a qualified labour force, and there is

a low level of entrepreneurship in the region. Universities are missing more progressive researchers, innovators, and talented students. It's hard to attract highly qualified people (researchers, engineers, etc.) to come and work in Ostrava.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Municipality of Ostrava is very active in Talent Management. It's one of the important goals in their strategic plan. The city already received the award “The city with good practice” for their project of participatory creation of the strategic plan fajnOVA. In their strategic plan there are several programs and projects that focus on Talent Management.

The education and talent management support program started in 2017 and it's a unique program in the Czech Republic. The program is focused on supporting projects for the development of technical and scientific areas, reading and mathematical literacy, systematic support of talent, management of talent development and creating conditions for extraordinary talent in the statutory city of Ostrava. It's designed for education facilities such as schools, universities and hobby education facilities. It helps to create programs to work and develop young talent from the youngest age until adulthood.

BENEFITS OF THE INTERVENTION

Since the beginning of the program there have already been 240 programs supported and many schools actively participate in the program. Several Talent Centres have been created, such as the Secondary School of Chemistry Talent Centre and the Technical University of Ostrava Talent Centre. There were also newly created educational programs in University and secondary schools that were missing in the region, such as Orthotic-prosthetic technician. It's a highly innovative field and the region was missing medical-technical qualified labour. One of the activities for the students was the creation of a bionic hand.

The program also finances and supports the project Science Talent Ostrava for active and talented students to attend international mathematics competitions, summer workshops and the student-organized Atheneum student conference. The project supported talented students that created a prototype of a smart chair and won the competition "Clever Idea".



SOURCE OF INFORMATION

<https://fajnova.cz/projekt/program-podporu-vzdelavani-talent-managementu-oblasti-technickych-prirodnich-ved/>

<https://talentova.cz/podporujeme/talent-management/>
<https://www.akademiamobility.cz/aktuality/358/ostrava-je-diky-projektu-fajnova-mestem-s-dobrou-praxi-jediny-m-v-ceske-republice>



Source: <https://talentova.cz/podporujeme/talent-management/>



Source: <https://talentova.cz/projekt-science-talent-ostrava-pro-aktivni-studenty/>

6.5.2 REFILL PROJECT

LOCATION: OSTRAVA, CZECH REPUBLIC

POPULATION: 290 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
<u>Buildings and public spaces</u>	HR development, education, lifelong learning	Recreation, <u>cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The city of Ostrava is the third largest city in the Czech Republic. It's generally known for its industrial background and the high concentration of heavy industry which created various environmental problems in the city, particularly in relation to air quality. The image of the city was not very good. The situation is slowly improving, but still Ostrava is facing a "brain drain", talented and qualified people are moving to Prague or Brno or other places in Europe for better salaries and opportunities.

Project REFILL was part of the strategic plan of the City of Ostrava to increase the attractiveness of the city, improve the city/region's socio-economic environment with creative and talented people and to strengthen the competitiveness of research and development.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The city is full of vacant spaces that were caused by several reasons: brownfields left by structural deindustrialization, redevelopment stopped by economic crisis, obsolete office buildings and working spaces, unfavourable market conditions pushing the market value of buildings or real estate way below the asking price.

Temporary use presents a chance for active individuals or collectives to gain access to properties they may need for their social, cultural, or

other projects under favourable conditions. Owners relax their lease requirements and conditions for delegating maintenance duties on the temporary user. The system is considered to be a win-win situation.

The space can be used for following purposes: exhibitions, vernissages, seminars, workshops, fashion shows, concerts, community projects, etc.

Main steps for implementation were:

1. Performing an analysis of interest in the new service

- Analysis of good practices
- Online questionnaire for owners and users of temporary use projects
- Public events to present the results

2. Set up a contact and advisory point (for parties interested in temporary use such as members of public, property owners and managers)

3. Create a database of properties available for temporary use

4. Find a provider who will run the project

5. The key factor was to create interest from the property owners.

The pilot project started in May 2018 and smoothly followed up on the completed implementation of the project. The pilot was run by Cultural Centre Cooltour Ostrava to test the sustainability and the need of the service in the city. After a successful pilot, the REFILL project is now part of the Studio for spatial planning and architecture Mappa, an organization funded by the City of Ostrava.

BENEFITS OF THE INTERVENTION

The experience of the citizens' initiative of the temporary use project greatly affects the atmosphere and quality of life in their neighbourhoods. Cultural and artistic initiatives temporarily occupying the Hlubina brownfield in the heart of Ostrava attract the city's population to the area once more.

Temporary use of vacant urban spaces allows cities to accommodate a diverse range of initiatives which, all compiled, have a measurable effect on the urban scale.

There are economic benefits in job creation and business opportunities, skill development and helping to make locations and places more attractive. It's creating inexpensive activity hubs.

It also brings social and cultural benefits, helps to strengthen social links, communities, and promotes activities.

SOURCE OF INFORMATION

https://urbact.eu/sites/default/files/iap_ostrava_eng.pdf

https://urbact.eu/sites/default/files/media/refill_final_publication.pdf

<https://fajnova.cz/projekt/projekt-refill/>



Source: <https://fajnova.cz/projekt/projekt-refill/>



Source: <https://refilova.cz/>

6.6 GERMANY

6.6.1 EXPANSION OF HIGHER EDUCATION FACILITIES (AUSBAU DER HOCHSCHULE)

LOCATION: WEIDEN IN DER OBERPFALZ,
GERMANY

POPULATION: 42 520

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The City of Weiden is in Northeast Bavaria (Germany), close to the Czech Republic. Weiden has significantly been affected by deindustrialization. The nearest larger cities are Regensburg in the South and Nuremberg in the West. Both cities are within 100 km and are easily accessible through regular train connections and a motorway connection. With their booming economies and educational opportunities, they attract young people, specifically students, after graduating from high school in Weiden. During the 1990s, a higher education institution (Eastern Bavarian Technical University of Applied Sciences Amberg-Weiden) was established with campuses in Weiden and Amberg to attract and retain talent. However, from 2000 until 2010, the population continued to decline steadily, including the loss of young talent.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The State Government of the Free State of Bavaria and the City of Weiden developed a new concept for higher education in the City of Weiden during this period (2000 until 2010). Consequently, the higher education facilities were improved, new study programs were established, and the number of students in Weiden increased in recent years (as of the winter term, the OTH Amberg_Weiden had 1,913

students in Weiden). The overall population grew as well (refugees and asylum seekers after the inflow of migrants in the year 2015 are also included in this figure). The completely renewed campus made Weiden an attractive 'student city' and manages to retain young people who would otherwise leave the city to study elsewhere. Recently, the OTH has established educational programs in the English language, which improve the quality of research and attract international students. Furthermore, newly built, affordable dormitories provide reasonable living conditions close to the OTH.

BENEFITS OF THE INTERVENTION

Local talent and students do not have to move to other cities anymore since the city provides a high quality of education. Thus, young people benefit from reasonable housing opportunities and can save money, compared to the costs of studying in a larger city, recently rent in Germany has been skyrocketing. The University also creates well-paid jobs for faculty and support staff. The city has become more attractive, and more and more nonlocal talent comes to Weiden for study purposes. Some might even stay after graduating from the OTH, increasing the talent pool for recruiting companies in the region. The

number of students is continuously increasing in Weiden. Moreover, cultural life benefits from these interventions as well. For example, once a year the OTH organizes a "Campus Festival" (of course, not in 2020 due to COVID-19), which attracts a lot of young people and, overall, advertises the quality of life in the city.

SOURCE OF INFORMATION

<https://www.oth-aw.de/>

<https://www.onetz.de/oberpfalz/weiden-oberpfalz/oth-weiden-digitaler-internationaler-id3135504.html>

https://de.wikipedia.org/wiki/Weiden_in_der_Oberpfalz#cite_note-Metadaten_Einwohnerzahl_DE-BY-1

<https://www.oth-aw.de/informieren-und-entdecken/ueber-uns/daten-und-fakten/>



Source: Campus OTH Weiden (Source: <https://www.foerderverein-oth-weiden.de/>)

6.6.2 STUTTGART: MY MOTOR (TECHNOLOGY, TALENT, TOLERANCE)

LOCATION: STUTTGART, GERMANY

POPULATION: 640 000

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, <u>education</u> , lifelong learning	Recreation, cultural offer	<u>Attracting investors</u>

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The Stuttgart area has no raw materials and poor agriculture, therefore for centuries the local Schwaben people emigrated. Today people from 170 different nations are living in Stuttgart. The city of Stuttgart is the city in which the automobile was invented. This change, from emigration to immigration was made possible by innovation and inventions. The City of Stuttgart has always been one of the industrial driving forces in Germany, mainly thanks to its automotive industry. In this type of industry, one is in continuous global competition. To keep your leading position, you have the rapid need for new technologies, investments and a strong need for research and innovation. However, to stay in a leading position, companies need a highly qualified labour force and for research and development universities, and research institutes to work closely together with companies. In consequence, Stuttgart and the Stuttgart region needs continuous innovation, therefore it must be more attractive for high potentials than other cities and regions in Europe.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

To attract talent, the City of Stuttgart has a very active talent management. The Stuttgart: My Motor programme strongly focuses on leaders and personalities demonstrating the attractiveness and good opportunities of living and working in Stuttgart. The City of Stuttgart focuses on mobility clusters made up of many large and medium-sized companies, including world market leaders from the automobile supply industry, like Bosch. They work closely with local education, science, and research institutes to ensure that the next mobility milestones will also come from Stuttgart. With its programme, the Stuttgart region has become the leader in terms of innovative products and solutions in important technical fields. Companies also benefit from industry-oriented innovation networks with research facilities, institutes, and universities. The Stuttgart region has a long tradition of partnership in praxis-oriented education, applied science, research and development between all types of companies and public educational and science institutions. Companies invest millions of euros every year in dual training and study programmes to qualify young people and their employees to be fit and open for the future and new challenges.

BENEFITS OF THE INTERVENTION

Since the beginning of the program there has been 1 billion Euros in revenues with a modern transport system and logistics, 500 million Euros invested annually in sustainable mobility, 370 engineering companies, 3,600 patents registered every year, 13 million Euros invested daily in research, 5.5 billion Euros in annual revenues in the areas of production technology and engineering, and Stuttgart is among Europe's top 3 research regions.

There were also newly created educational programs in the University and research and transfer centres with 73-degree courses at the University of Stuttgart, 18 universities, academies, and other institutions for educating creative talent and one out of 8 creative companies in Baden-Wurttemberg has its headquarters in Stuttgart.

Today Stuttgart offers more jobs than there are young people living here and therefore Stuttgart is continuing to attract talent from all-over the world.

SOURCE OF INFORMATION

www.stuttgart.de

<https://www.stuttgart.de/buergerinnen-und-buerger/migranten/integration/>

<https://www.amazon.de/Stuttgart-Motor-Fiona-J-Beenker/dp/3981134656>

<https://cleantechnica.com/2017/06/10/stuttgart-city-caught-two-worlds-part-1-cleantechnica-exclusive/>



Source: <https://cleantechnica.com/2017/06/10/stuttgart-city-caught-two-worlds-part-1-cleantechnica-exclusive/>

6.6.3 "HYPZIG - IS LEIPZIG THE NEW BERLIN?" ("HYPZIG – IST LEIPZIG DAS NEUE BERLIN?")

LOCATION: LEIPZIG, GERMANY

POPULATION: 593 145 INHABITANTS

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The City of Leipzig is one of the largest cities in East Germany, making it an economic and cultural centre. However, after the Iron Curtain's fall in 1989 and the reunification of Germany in 1990, Leipzig – just as East Germany in total – suffered a substantial loss of population, including the outflow of young, well-educated people to West Germany due to high unemployment and poor career prospects. From 1990 to 1999, the population declined by almost 15%, only in 2000 it began to grow again. In the 1990s, the economic situation continued to be difficult, and living conditions were relatively poor. The transformation process to a market economy was a big challenge for policymakers, including rehabilitating the infrastructure and run-down buildings.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

In recent years, the City of Leipzig and the Free State of Saxonia, with help from the Federal Government, have invested a lot in improved infrastructure and development in the education sector. These interventions resulted in new (fast) railway connections from Leipzig to Berlin and Frankfurt am Main and the airport's expansion. These measures have significant implications regarding quality of life. For example, people from Leipzig can easily access Berlin without moving there, which saves them a large amount on rent, or Berlin citizens can move to Leipzig because of reasonable housing opportunities. Specifically, young people (e.g., students) who want to experience the exciting cultural life of cities such as Berlin but cannot afford or are unwilling to pay the high living costs in the capital city benefit from improved infrastructure and mobility. The same applies to companies, which get access to fast and affordable transport and logistics. Government support also helped to beautify Leipzig's inner city, develop the university's profile, and establish new cultural initiatives. Low living costs, high innovation potential, a lively art and restaurant scene, and excellent infrastructure are ideal for attracting and retaining talent for Leipzig, which earned the city a new nickname "Hypezig – the new Berlin".

BENEFITS OF THE INTERVENTION

Improved mobility and infrastructure, affordable and chic housing, excellent educational opportunities, a lively arts and restaurant scene, as well as economic resurgence have all greatly improved young people's quality of life in Leipzig. Leipzig has become a crucial logistics centre for German companies and the seat of leading research institutes. Thus, Leipzig has become an attractive environment for many multinational companies (e.g., BMW or Porsche) and an attractive destination for young people from elsewhere. Now, Leipzig is even one of the youngest cities in Germany, attracting not only Germans but also many foreigners. The city can be described as an innovative centre. Therefore, the unemployment rate has significantly decreased, cultural life is prospering, and start-ups are booming. Compared to a metropolis such as Berlin, which is relatively close to Leipzig, the housing prices are still low. As a result, Leipzig's population has been growing strongly for the last couple of years (from 510,000 inhabitants in 2011 to almost 600,000 now), especially because of young people moving in.

SOURCE OF INFORMATION

<https://de.wikipedia.org/wiki/Leipzig>

<https://www.welt.de/sonderthemen/region-leipzig/article141309395/Was-hinter-Leipzigs-Erfolg-steckt.html>

<http://www.dsk-immobilien.de/sitemap?view=article&id=90&catid=12>

<https://www.wallstreet-online.de/nachricht/12809242-gilt-leipzig-immer-noch-berlin-gehypte-staedte-wirtschaftlichen-sozialen-vergleich>



Source: Main station Leipzig

<https://www.leipzig.travel/de/poi-detailseite/poi/infos/promenaden-hauptbahnhof-leipzig/>

6.6.4 TALENT ATTRACTION

LOCATION: SCHWÄBISCH GMÜND, GERMANY

POPULATION: 60 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	<u>Unique image, marketing, communication</u>
<u>Parks and green spaces</u>	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	<u>Recreation, cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

For small and middle-sized communities, it is difficult to compete with attractive big cities, like Stuttgart, Munich, Hamburg etc. to attract talent. Therefore, towns like Schwäbisch Gmünd which needs highly qualified people for its economic development must be very active in keeping and attracting high potential workers. To be attractive, the town must combine different advantages, such as qualified housing, a beautiful landscape, special cultural offers, and life-long learning and educational opportunities. Based on a long tradition of educational institutions, a strong partnership with companies helped to qualify young people as well as employees to be fit and open for innovation products and new ways of innovation production. As the town was shaped by the automotive supply industry as well as Barmer GEK, Germany's largest health insurance provider, it gave the town the possibility to further develop competences and innovations in the given area to retain people already living there but also to attract new young talent.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

With this programme of talent retention and attraction, the town continued to uphold its excellent reputation thanks to its high degree of creativity and competence in education and innovation. The HfG Schwäbisch Gmünd (University of applied sciences) is a renowned

centre for design education; the PH Schwäbisch Gmünd (University of teacher training) as well as the technical Academy combining technical training of unemployed people, a training programme of employees as well as distance study programmes of universities, and other research, study and training opportunities, including the FEM (a research institute for precious metals and metal chemistry). The extraordinary character of Schwäbisch Gmünd – with its combination of tradition, history, creativity, and innovation – was also reflected in the State Garden Show in 2014 and the Remstal Garden Show in 2019. Both locals and visitors can enjoy a relaxing day out at the two parks ‘between heaven and earth’, as well as the famous churches of the Romanesque, gothic, renaissance, and baroque period. This particular summer, it will host the European Church Music Festival which is one of the renowned festivals for church music across Europe. Schwäbisch Gmünd is a sustainable destination for anyone from the Stuttgart region or beyond seeking a relaxing, culturally enriching or leisure-packed experience, but also a nice working environment for young talent seeking new knowledge and experience.

BENEFITS OF THE INTERVENTION

Being well-equipped for the future requires first and foremost a well-established, diverse educational landscape. Schwäbisch Gmünd has an exceptional education, training and higher education structure that has grown over many decades. From a variety of primary, secondary and technical schools, grammar schools and privately funded schools, to its two renowned universities – the HfG Schwäbisch Gmünd and PH Schwäbisch Gmünd – through to research institutions and training facilities with an impact well beyond the region’s borders. Schwäbisch Gmünd is a lively, exciting and creative location for traditional companies, new start-ups, skilled workers, modern production companies, and dynamic service providers. As the cost of housing within the Stuttgart region is very high, Schwäbisch Gmünd offers homes/houses for families at reasonable prices. Therefore, quite a few highly talented people are living in Schwäbisch Gmünd and commuting to Stuttgart. In addition to its high-performance companies in the automotive supply industry, Schwäbisch Gmünd has also made a national name for itself as a location for design, creativity, and gold and silver (it has a long tradition in gold and silver design). Companies such as beauty and therapeutic products manufacturer Weleda, health insurance provider Barmer, automotive suppliers and many smaller think-tanks and trendsetters have their headquarters here.

SOURCE OF INFORMATION

<https://www.schwaebisch-gmuend.de/Economy.html>

<https://www.schwaebisch-gmuend.de/education.html>

<https://www.schwaebisch-gmuend.de/Service.html>



Source: <https://www.schwaebisch-gmuend.de/wirtschaft.html>



Source: <http://bit.ly/2NTmaXJ>

6.7 HUNGARY

6.7.1 NATIONAL SCIENTIFIC STUDENTS' ASSOCIATION CONFERENCE (OTDK – ORSZÁGOS TUDOMÁNYOS DIÁKKÖRI KONFERENCIA)

LOCATION: HUNGARY (NO SPECIFIC CITY)

POPULATION: 9,77 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

There are a lot of talented students studying in higher education, however due to the nature of education, only some tiny part of their talent appears at lectures and exams. The number of students applying to higher education is increasing, so even the previously mentioned few occasions can become non-existent: mass education provides less and less opportunities for talented students to show their capacity.

Recognising talent happens only locally in the given higher education institutions, but there is no possibility for them to become known on a national level and get to know other talent.

The OTDK provides a solution to this issue.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

OTDK was established 70 years ago. It is the largest academic event of the country, which aims to provide talented and creative young university students with an opportunity to introduce themselves and compete with their peers in front of the national academic community. The event is an outstanding example of talent management on a

national level, where talented students of higher education can get recognition, reinforcement and support.

The main organiser is the Council of the National Scientific Students' Associations (OTDT) with support from the Human Resources Ministry, the Innovation and Technology Ministry, the Hungarian Academy of Sciences, and other ministries and institutions related to higher education.

The Conference of Scientific Students' Associations is organised at most of the Hungarian universities every academic year. University students, who would like to participate, need to write a research paper of about 20-100 pages (depending on the field of study) and prepare a presentation about it, either in Hungarian or English. Experienced supervisors help their work with guidance and professional suggestions. At these local conferences, the best performers receive a prize and a nomination for the national competition based on the evaluation of experts of the given field.

OTDK is organized every second year, ensuring a platform for the best talent in 16 disciplines. Usually, thousands of students, advisers, judges, sponsors and other interested people take part in the conference.

Talented Hungarian students studying abroad, and outstanding high school students are also given an opportunity to participate in the competition.

BENEFITS OF THE INTERVENTION

Such a competition series can have a positive impact on several stakeholders.

First, it means an outstanding opportunity for the talented youth who participate in OTDK. Young researchers can get more familiar with an interesting professional question and get acquainted with the supervisor, which results in professional connections. With further development, the scientific paper prepared for the OTDK can later become the student's thesis, as well. A possible prize, but even a "simple" participation in OTDK can be a plus when a young, talented graduate applies for a job or a Master/PhD program – so it means opportunities and benefits in an academic or professional career. During the preparation for the competition, students develop their academic writing and presentation skills.

Furthermore, not only young talent, but also mentors, masters, consultants, and supervisors can benefit from their student's participation at the conference. They can also receive prizes and recognition with their students among the professional community.

As for the benefits for cities: since the conference series is organised in different cities, university cities have the chance to welcome a high number of young talent for a few days. They can use this opportunity for the promotion of the cities by providing a "tutorial" for excellent students about the city itself, its student community, its potential for free-time activities, etc.

SOURCE OF INFORMATION

<https://otdk.hu/>



6.7.2 TALENT OF UNIVERSITY OF SZEGED, FACULTY OF ECONOMICS SCHOLARSHIP (SZEGEDI TUDOMÁNYEGYETEM GAZDASÁGTUDOMÁNYI KAR TEHETSÉGE ÖSZTÖNDÍJ)

LOCATION: SZEGED, HUNGARY

POPULATION: 161 879

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	<u>HR development,</u> <u>education,</u> <u>lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Due to a governmental decision in Hungary, from the middle of the 2010s the state-funded university programmes of certain faculty majors have been terminated. Only those students who are able to pay the fees can get accepted to major in economics.

The dean of the University of Szeged, Faculty of Economics and Business Administration of that time thought that this governmental decision would result in the success of the application to the Faculty and depend on the financial background and not on talent, which would put the standard of the programme in jeopardy.

A solution was needed to make it possible for talent to choose an economic career at the University of Szeged, Faculty of Economics and Business Administration, even if they cannot pay for it.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Talent of University of Szeged, Faculty of Economics and Business Administration is a scholarship programme, which can be granted to fee-paying full-time undergraduate students. The scholarship is provided for the most talented students with the best study results to support their studies. Among the founders there are numerous enterprises, from local SMEs to regional HQs of international businesses.

Applications can be completed online with filling in the application form and attaching a CV and a motivational letter. The minimum extent of the scholarship is 50% of the training fee for one semester, while the maximum is 100%. In each semester, students can re-apply for the scholarships. In each class, 10 students can receive the 50% and the 100% support from the Faculty.

The conditions for application and evaluation can differ in each case of these scholarships. Usually, they not only provide scholarships for one semester, but a whole academic year. However, they only provide scholarships for a few students.

The opportunity is widely communicated to students (e.g., on the webpage and social media account of the Faculty).

BENEFITS OF THE INTERVENTION

This Good Practice can have benefits on both talent and the city of Szeged.

Regarding talented individuals, they are provided with an outstanding opportunity for financial support. Nowadays in Hungary, almost every undergraduate study programme in the field of economics must be paid for out of pocket. This puts a financial burden on the students or their parents, as the fees start from around 550 Euros per semester. So, if a talented student manages to apply to the 100% scholarship successfully in every semester of the undergraduate programme, that will add up to saving approximately 3850 EUR. What's more, talented students can also receive internship offers from the scholarship provided by companies - if they are satisfied with the performance of the student.

With regards to the benefits for the city, an appealing university is a decisive factor to lure young talent. Afterwards, students often stay in their university city after graduation, thus contributing to its economy and community development.

SOURCE OF INFORMATION

<http://eco.u-szeged.hu/oktatas/tanulmanyi-osztondijak/osztondij-informaciok/osztondij-informaciok>



6.7.3 NEW NATIONAL EXCELLENCE PROGRAMME (ÚNKP – ÚJ NEMZETI KIVÁLÓSÁGI PROGRAM)

LOCATION: HUNGARY (NO SPECIFIC CITY)

POPULATION: 9,77 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

No specific problem.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The New National Excellence Programme was launched in 2016 with the aim of supporting the excellent and talented students and researchers from national universities. The Programme is run by the Ministry for Innovation and Technology and the National Research, Development and Innovation Office. More than 20 Hungarian universities are involved in the Programme.

The Programme includes scholarships with diverse topics. The main target group involves students, PhD candidates, young lecturers and researchers from undergraduate, graduate and doctoral programmes of the involved universities. Host universities also receive financial support of 40% for research operations after each successful applicant.

In 2020 there are 6 different categories within the Programme covering financial support for university freshmen, undergraduate students, graduate students, PhD students, postdoctoral students, young lecturers and researchers. The maximum number of successful applicants is above 2000 with regards to the year 2020.

The timeframe of the scholarships ranges between 5-12 months. The amount provided for the scholarship is approximately between 280 and

550 Euros per month per capita. In return, the students who receive scholarships are expected to write publications or other relevant scientific, technical or artwork, or do preparation for next level academic studies. All the while the supported lecturers and researchers should support the next generation of researchers, take part in the scientific work of their institutes, and promote scientific cooperation.

BENEFITS OF THE INTERVENTION

The New National Excellence Programme can have various benefits, such as:

- appealing young talent into research and artist careers;
- once they have chosen to follow such a path, providing support for them;
- the granted scholarship could mean motivation and prestige for the winners, and significant help for them to be able to concentrate on their professional work;
- stimulating competition;
- a more balanced population pyramid of researchers and artists;
- utilization of the acquired knowledge in the country;

- with the recognition of excellent talent, it contributes to improved university research;
- ensuring open access of the research results to Hungarian universities.

SOURCE OF INFORMATION

<http://www.unkp.gov.hu/unkp-rol>



6.7.4 YOUTH RESEARCH AND YOUTH ROUNDTABLE (IFJÚSÁGKUTATÁS ÉS IFJÚSÁGI KEREKASZTAL)

LOCATION: NYÍREGYHÁZA, HUNGARY

POPULATION: 120 000

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	<u>Housing</u>	<u>Unique image, marketing, communication</u>
<u>Parks and green spaces</u>	<u>Business environment and ecosystem</u>	<u>Quality public services</u>	<u>Welcoming talent</u>
<u>Buildings and public spaces</u>	<u>HR development, education, lifelong learning</u>	<u>Recreation, cultural offer</u>	<u>Attracting investors</u>

THE PROBLEM THE GOOD PRACTICE ADDRESSES

In the city of Nyíregyháza, the selective migration of young talented people to larger cities or to Western Europe causes significant challenges. This trend deteriorates the investment climate as the potential investors cannot find a creative, highly educated labour force with up-to-date knowledge; in addition, it influences also the local cultural life, the urban image, as well as the quality and quantity of services provided in the city.

The municipality is highly committed to:

- youth retention,
- supporting their career and the beginning of their adult life,
- improving their living conditions,
- strengthening intergenerational relationships and solidarity,
- an urban policy that makes Nyíregyháza a youth-friendly university town.

To achieve these objectives, the municipality conducted research on local youth in 2015, and as a result, the Youth Concept of Nyíregyháza (2016-2021) was created. A so-called Youth Roundtable was established with the aim of implementing the activities identified in the Youth Concept. This year, the municipality will repeat the research to detect changes among young people and to update the Youth Concept.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The primary research was based on two methods:

1. focus group interviews targeted at eight different social groups: teachers, parents, executives of large local companies, professionals working with youth, students between 15 and 18, young people between 19 and 29, people who do not study in Nyíregyháza, and those who do not study at all;
2. a survey was conducted among youth between 15 and 18 (240 people) as well as 19 and 29 (493 people).

The research focuses on the following key issues related to youth:

- family and childbearing,
- education,
- the labour market, working and studying abroad,
- political attitudes,
- media consumption,
- politics,
- religion,
- sexuality,
- drugs,
- housing and living conditions.

The dimensions corresponded with the subjects of the national youth research which made the results comparable at a local and national level.

The research was financed by the municipality; colleagues of the University of Debrecen (Faculty of Health located in Nyíregyháza) and a local NGO took part in the research.

BENEFITS OF THE INTERVENTION

Based on the results, the 24 organizations of the Youth Roundtable defined eight target areas that determined the actual interventions. The municipality envisions Nyíregyháza as a youth-friendly city offering a liveable environment and an attractive ecosystem for the youth. That vision includes the following areas that need to be developed (non-equivalent translations):

"City of Youth" - Housing issues and raising a family.

"Waiting for you to come home!" - Labour market, creating jobs

"Life-long learning" - Education and training

"What to do?" - Free-time activities, sport, cultural life

"Off the line" - Community places, community development

"Say No to a social vacuum!" - representation of interests, inclusion to social participation

"Common goals, common future" - Equal opportunities and solidarity

"On clean paths" - Prevention of substance dependencies, social and mental support

Due to this professionally, well thought out executed process, the local cooperation between the relevant civil, religious and public organizations was clearly strengthened and formalized. In addition, the municipality also provides support to the 'Student-Mayor's Office' as a useful tool for:

- giving opinions on local initiatives,
- monitoring the efficiency of the results,

- sensitizing young people for community issues,
- advocacy, and
- strengthening the local youth community.

SOURCE OF INFORMATION

Social and Education Department of the Municipality of Nyíregyháza

<https://www.nyiregyhaza.hu/>

6.8 HUNGARY / ROMANIA

6.8.1 YOUTH ENTREPRENEURSHIP SUPPORT (YES)

LOCATION: HUNGARIAN-ROMANIAN BORDER AREA

PLACE	WORK	LIFE	ATTRACTION
Mobility	<u>Quality jobs, functioning labour market</u>	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The 2020 Entrepreneurship Action Plan defines entrepreneurship as “an individual’s ability to turn ideas into action”. But every would-be entrepreneur in Europe faces a tough environment, the first component of which is that most education systems do not offer the right foundation for an entrepreneurial career. In some territories, young people finish their studies without ever learning anything about creating a business or taking the initiative in their life, so it is not surprising that as young adults, they are not aware of the opportunities available to them to implement their ideas. Flash surveys show that self-employment is becoming less attractive and does not even cross more than half the minds of the citizens. Meanwhile, youth unemployment rates are particularly high across Europe (15.2% in the EU). In the region the project focuses on, the rate is 15.7% in the Hungarian Northern Great Plains and 14% in the Romanian Nord-Vest. (Eurostat, 2018) Encouraging more young people to become entrepreneurs could help address this youth unemployment challenge, and entrepreneurial education would play an important role in this process.

“Investing in entrepreneurship education is one of the highest return investments Europe can make.” (European Commission, 2012) 15-20% of the students who participate in an entrepreneurship programme

during their secondary education will later start their own company – this number is about 3 to 5 times higher than in the general population.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The YES project is co-funded by the Interreg V-A Romania-Hungary Programme in cooperation with the Revita Foundation (HU) and the Association of Business Promotion in Romania (RO) in 2019-2020. They worked on ensuring that being an entrepreneur is an attractive prospect for youth. They provided an online curriculum and learning opportunities based on the target group's needs to help them develop and nurture the necessary competencies for self-employment. To ensure the initiative's sustainability, they trained teachers to become effective advocates of entrepreneurship. Activities included:

1. The 1st pillar was laying the foundations by a detailed review of the core challenge, its main causes and possible solutions, supported by interviews with relevant actors. Based on accumulated data, specific educational tools (an online competency test, a learning platform, a training camp, a practical guide for teachers) was developed, using the most innovative teaching techniques.
2. The 2nd pillar served as a testing phase through an e-learning course, training events, and online bootcamps on

both sides of the border, but it also involves the preparation of future initiatives and policy proposals.

Priorities of the project:

- P1 Developing knowledge, skills and attitudes,
- P2 Activating young people in the labour market,
- P3 Enhancing the quality of labour market services,
- P4 Improving the entrepreneurial environment.

More than 800 youth participated in the online competence test, and 80 students joined the bootcamps.

BENEFITS OF THE INTERVENTION

Main benefits:

1) Raising the 'to-know' and 'to-do' knowledge base of youth about entrepreneurship

During the online course and the bootcamps, the participating students learned both the theoretical and practical side of entrepreneurship in the following system:

- The online curriculum included information about the legal and economic environment of start-up businesses, green industries, possible directions of development and the components of a successful business plan;
- The bootcamps gave practical assignments to students in a group setting, therefore helping them apply their knowledge to real-life situations/problems in business creation.

2) Raising the quality of entrepreneurial education by developing innovative and effective teaching materials

Developing high-quality teaching materials is a costly and time-consuming process, but the existence of these tools is indispensable for effective education outcomes – this is no different in the case of entrepreneurship training. Several of the project's outputs (the competency assessment test, the

e-learning platform, the practical guide, etc.) were the results of this objective.

3) Raising awareness about the importance of entrepreneurial education among schools and their teachers

Nothing can make the project's results more durable than dedicated people who realize that they have an opportunity to affect an entire generation to be more successful in life. From the beginning (kick-off meeting, caravan) to the end (dispersal of the project videos, closing conference), informing them about the initiative was an important part of ensuring sustainability.

The three main results:

1) Students with highly developed entrepreneurial competencies and further learning potential who can successfully enter the labour market and perform well.

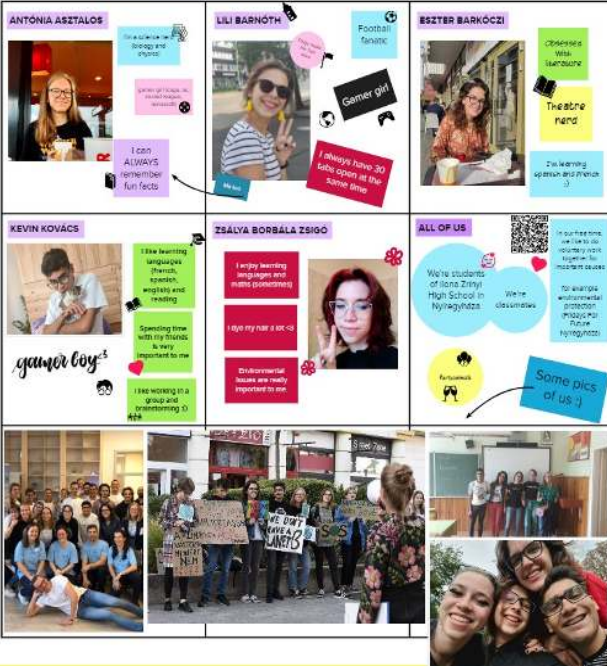
2) Due to the widely dispersed high-quality online and offline curriculum, the number of people who have better entrepreneurial competencies can grow in the border region.

3) Teachers who are effective advocates of entrepreneurship and schools/educational institutions are more aware of the importance of entrepreneurial education – and ready to do something about it.

SOURCE OF INFORMATION

<https://yesbiz.eu/>

Team 1 ZIGANG **Education/ learning**



ANTONIA ASZTALOS
Transcience (biology and physics)
I can ALWAYS remember fun facts

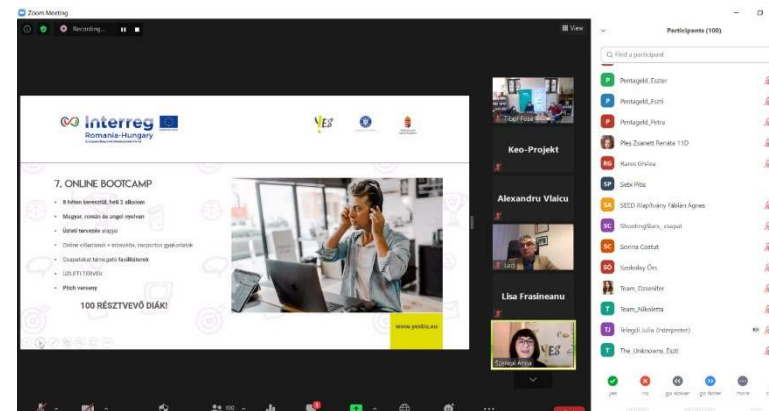
LILI BARNÓTH
Football fanatic
Gamer girl
I always have 30 tabs open at the same time

ESZTER BARKÓCZI
Obsessed with hand-drawing
Theatre nerd
I'm learning Spanish and French

KEVIN KOVÁCS
I like learning languages (French, Spanish, English) and reading
Gamer boy
Spending time with my friends is very important to me
I like working in a group and brainstorming

ZSÁLYA BORBÁLA ZSIGO
I enjoy learning languages and music (piano/song)
I like my cat a lot
Environmental issues are really important to me

ALL OF US
We're students of Roma Zsigyi High School in Nyíregyháza
We're classmates
In our free time, we like to do voluntary work together for important causes
For example: environmental protection, physical and mental hygiene
Some pics of us



6.9 ROMANIA

6.9.1 YOUTH TALENT SUPPORT PUBLICATION

LOCATION: HARGHITA COUNTY, ROMANIA

POPULATION: 330 473

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs , functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Harghita county has been facing a “brain drain” during the last few years. Assisting our youth represents a priority for our institution to stop the outmigration of youth and to contribute to a return to their homeland. To fulfil this objective, the Harghita County Council and its subordinated institutions have undertaken several programs and bilingual publications, and administrate online publication platforms to assist young people in the various fields of life.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

One of the most highlighted achievements from the organization's history is: **“Miért jöjtek haza?”** (*Why Should I come back home?*) publication and another useful publication is the online investment catalogue, entitled **Invest in Harghita**. The first one offers useful information in the various fields of life, while the second one offers essential information for those people, who intend to establish an entrepreneurship, to start their own business in their homeland and also serves to attract investors in Harghita county.

Among the main topics that can be consulted through the publication entitled **“Miért jöjtek haza?”** (*Why Should I come back home?*) are frequently asked questions – such as: abroad versus homeland,

connections, family, calls for proposals, investment opportunities, steps to establish a company with 10 useful tips, first home program, protection of the local traditions, a list of youth addressed programs and festivals, a list of youth associations, a safety and health system.

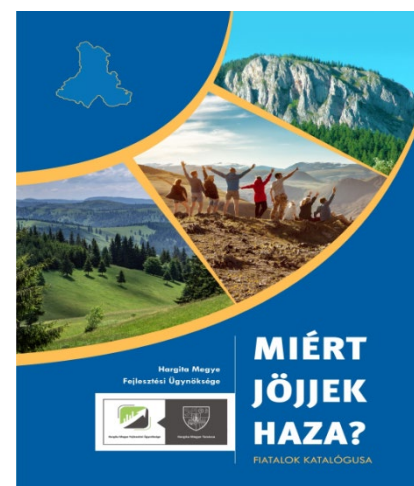
The online and paper format investment catalogue, entitled **Invest in Harghita** offers information related to infrastructure, taxes, facilities and assistance schemes existing in Romania, and also an overview of these aspects in Harghita County, providing a complete overview on each sector of the economy and on the investment opportunities.

BENEFITS OF THE INTERVENTION

Among the benefits of the intervention, we would like to mention the provision of useful information for youth necessary to establish a life in their homeland, getting acquainted with the investment possibilities and an essential database for their everyday life.

SOURCE OF INFORMATION

<https://investinhargita.ro/katalogus/>



6.9.2 EDUCATION AND TALENT MANAGEMENT SUPPORT PROGRAM TO STOP OUTMIGRATION OF THE YOUTH AND TO HELP YOUTH TO RETURN TO THEIR HOMELAND (“HARGHITA HAZAVÁR” / „HARGHITA TE AȘTEAPTĂ ACASĂ” PROGRAM)

LOCATION: HARGHITA COUNTY, ROMANIA

POPULATION: 330 743

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs , functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Harghita county has been facing the “brain drain” during the last few years. To stop the outmigration of youth and to contribute to a return to their homeland, the assistance of youth represents a priority for our institution. To fulfil this objective, Harghita County Council and its subordinate institutions undertook several programs to assist young people in various fields of life.

Among these programs we emphasize the program entitled “Hargita Hazavár” / „Harghita te așteaptă acasă”, coordinated by the Development Agency of Harghita County.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

A major part of the localities from Transylvania are facing the problem that after graduating university, students are not returning home, many people are migrating abroad and therefore local enterprises are facing an unqualified workforce. The objective of the initiative is to “convince” students from abroad and from university cities like Cluj Napoca / Kolozsvár to return to their homeland after graduation. The bilingual webpage (in Romanian and Hungarian language) which assists young people to find a job was established within the project

entitled „A városod hazavár!” and assures the connection between the students and enterprises from Harghita county.

The „Hargita hazavár!” / „Harghita te așteaptă acasă!” is a job searching program in Harghita county addressing the 2 main target groups, as follows:

- Out-migrated students and young adults from Harghita county
- Enterprises, institutions, and foundations from Harghita county that can publish their job offers and can contact job searchers.

Job offers for graduates, and also job opportunities for students and seasonal work opportunities can be found on the platform. Harghita county could become competitive if their youth return to build and develop the area. Local employers offer several job opportunities, the cost of living is lower than in the big cities, and besides, family could also be of assistance to young people. Harghita County Council is working continuously to offer better living conditions and entertainment opportunities for young people and families.

BENEFITS OF THE INTERVENTION

Among the benefits of the interventions, we would like to mention the establishment of a joint platform that helps young people searching for jobs and the enterprises that are searching for talented youth. Due to the establishment of this webpage there was a considerable increase in the number of those young people, who returned to their hometowns after graduating university, plus the local enterprises were benefitting from this initiative as well.

SOURCE OF INFORMATION

<https://hargitahazavar.ro>



Source: <http://bit.ly/37XSqzB>

6.10 SERBIA

6.10.1 YOUNG ENTREPRENEURS (MLADI PREDUZETNICI)

LOCATION: APATIN, SERBIA

POPULATION: 27 107 INHABITANTS

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, <u>marketing,</u> <u>communication</u>
Parks and green spaces	<u>Business</u> <u>environment</u> <u>and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	HR development, <u>education,</u> <u>lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

A lack of inspiration, interest and creativity among young people are the main reasons for bad choices for their future professions, and thus an unfulfilled life expectancy. We believe that by primary school (at least before the end of the 8th grade, and the last grade in primary school), young people should already have some vision of their future and what they can and want to do in our country.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Organizing workshops, designing new products that students prepare themselves under the supervision of a qualified mentor, and later their distribution and delivery, as well as the cash inflow that they further manage (decide what to spend, but to further improve them)

BENEFITS OF THE INTERVENTION

The goal is to develop entrepreneurial competencies and a sense of initiative in students through project teaching within teaching and extracurricular activities. We plan to use interdisciplinary competencies to work on the development of innovation, motivation, openness, teamwork and creativity in students by applying new teaching methods, incorporating them into existing curricula. Students should be encouraged to use their creativity, to explore and experiment, to acquire knowledge about the local community in which they live, and to develop interests in the activities that take place. They should develop some skills such as coming up with ideas, decision making and problem solving, to take responsibility for the implementation of class and school activities, and to contribute with their ideas and plans to improvements and changes in school life.

SOURCE OF INFORMATION

<https://www.facebook.com/search/top?q=mladi%20preduzetnici%20apatin>



6.10.2 STRATEGY FOR ATTRACTING YOUNG PEOPLE AND INTRODUCING THEM TO WORK THROUGH PRACTICE (STRATEGIJA PRIVLAČENJA MLADIH I UVOĐENJA U POSAO PUTEM PRAKSE)

LOCATION: APATIN, SERBIA

POPULATION: 27 107

PLACE	WORK	LIFE	ATTRACTION
Mobility	<u>Quality jobs, functioning labour market</u>	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Young people in the municipality of Apatin generally have a problem with employment, as they are mostly looking for experience which they have not had the opportunity to gain. When they finally find it, they are mostly contracted for temporary and part-time jobs, often not in a professional capacity and with a significantly lower salary. A lower salary, unfortunately, also determines the quality of life, i.e., family establishment and independence. The problem with many educational centres / schools is that they do not have an internship, i.e., opportunity to practice with qualified mentoring.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

For the last couple of years, by surveying young people in primary and secondary schools, a picture has been created of their desires for their future life career. For example, the Secondary Technical High School with a dormitory in Apatin is trying to be as innovative as possible. Surveys are conducted and future high school students' opinions about their wishes regarding future education and employment is constantly examined. Based on that, forming new profiles and departments is attempted if possible, for which adequate teaching is provided with the obligatory practical applicable part.

BENEFITS OF THE INTERVENTION

The benefits are reflected in the practical training itself, which then continues directly in the teaching of certain qualified facilities, which after graduation can offer permanent employment to students.

SOURCE OF INFORMATION

<https://tehnicka-apatin.edu.rs/galerija>



6.10.3 ROMA INCLUSION (INKLUZIJA ROMA)

LOCATION: APATIN, SERBIA

POPULATION: 27 107

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, <u>functioning labour market</u>	Housing	Unique image, marketing, <u>communication</u>
Parks and green spaces	Business environment and ecosystem	<u>Quality public services</u>	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, <u>cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Regarding the marginalized group of Roma people, either a one-time engagement by a third party or use of social assistance for large families, or a long-term solution to the care of many Roma families in the municipality of Apatin is needed.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The project was initiated with the intention to provide support and develop innovative and sustainable solutions for the employment of marginalized and difficult to employ people groups, with a special emphasis on creating conditions for employment of returnees from EU countries - asylum seekers, Roma and other marginalized social groups. Meetings and workshops were organised.

BENEFITS OF THE INTERVENTION

Training Roma women to perform gerontic and other jobs. After the training, successfully completed exam certificates and training of individuals was provided.

SOURCE OF INFORMATION

<http://www.skgo.org/projekti/detaljno/59/inicijativa-za-inkluziju-faza-2>



6.10.4 APATIN SPORTS FEDERATION (SPORTSKI SAVEZ APATIN)

LOCATION: APATIN, SERBIA

POPULATION: 27 107

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	<u>Unique image</u> , marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, <u>education</u> , <u>lifelong learning</u>	<u>Recreation</u> , cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Some time ago, until the municipality of Apatin became a Sports Federation with its many positive activities, young people spent time expressing their energy in a negative way, which was destroying the common good of the entire community.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

By founding the Sports Association, the local self-government managed to unite sports and improve the living conditions and free activities of young people. They have provided several activities:

- funding for many sports clubs
- free appointments in our sports facilities
- scholarships for top athletes who have managed to stand out as individuals and achieve many significant successes
- free psychological support to athletes in cooperation with the Centre for Social Work
- funding for special sports programs such as sports programs for people with disabilities

BENEFITS OF THE INTERVENTION

Selfless, sincere support for the athletes has given rise to many great names such as: Marina Gajčin (18), female international chess master and member of the Serbian women's chess team; Melita Kosanović, World champion in model fitness; Igor Kovačić, junior world champion in the two-seater kayak, multiple state champion in single kayak and a Finalist at the 2000 Sydney Olympics; Mariana Čegar Lukić, multiple state champion in the marathon; Goran Čegar, Serbian marathon champion in 2005 and 2009 (Belgrade and Novi Sad) and Champion of Serbia in mountain running in 2010 (Dimitrovgrad); Famous basketball player, Željko Rebrača is from a village in a municipality of Apatin.

SOURCE OF INFORMATION

<https://www.facebook.com/sportskisavezapatin/>



6.11 SLOVAKIA

6.11.1 SUPPORT SCHEME FOR THE RETURN OF EXPERTS FROM ABROAD (PODPORNÁ SCHÉMA NA NÁVRAT ODBORNÍKOV ZO ZAHRANIČIA)

LOCATION: SLOVAKIA (NO SPECIFIC CITY)

POPULATION: 5,45 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Within the European Union, the Slovak Republic is one of the countries with the highest share of university students studying in another member state. The existing assumptions show that a substantial part of these graduates subsequently establish themselves on the labour market in the state in which they completed their university studies, which has several negative effects on the Slovak Republic and is partially responsible for the brain-drain by losing most talented people.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Slovaks who have established themselves abroad could use their experience and contacts to positively influence the direction of Slovak society, or the improvement of public services, public administration, business, or could help improve science, research, and higher education. The return of professionals to Slovakia may involve several costs, depending on the duration of the period after graduation, and the cost of lost opportunities (e.g., financial reward for work abroad compared to the reward in the public sector in Slovakia), costs associated with repaying the loan for studying abroad, but also non-financial costs, such as breaking social ties in the event of returning to Slovakia, changing conditions for family members and much more. The

aim of the support scheme was to create a sufficiently attractive incentive for Slovakian professionals to return by reducing or partially compensating for existing barriers. The scheme created a mechanism to support the return of professionals from abroad and consists of the following steps:

- identification of possible positions,
- selection of supported positions,
- filling the position,
- providing the first part of the contribution / financial support,
- providing the remaining part of the contribution / financial support.

Details:

- The Initiative was organised by the Slovakian Ministry of Education for the period 2015-2018. The main goal was to attract highly skilled professionals from abroad.
- The Slovak centre of scientific and technical information, an agency belonging to the Ministry of Economics, was coordinating and implementing the body.
- This system can be also implemented at the city level because coordination and support with finding adequate jobs together with limited financial support can be performed anywhere.

BENEFITS OF THE INTERVENTION

The intervention attracted 10 young professionals and 16 experts back to Slovakia. The numbers were expected to be higher but the significant administrative burden of the whole process limited its effectiveness.

People returned belong to the following sectors:

- 18 academia
- 5 public administration
- 3 Slovak academies of sciences

The positive outcome is that highly accomplished academics and researchers returned due to this activity. Although, it seems it is suitable mostly for academia and the public sector – private sector professionals were not interested. The main benefit is the improvement of research in Slovakia, namely at the 4 universities that employed the experts.

All 5 people returning to public administration went to the Ministry of Finance, to the best analytical section that currently exists in public administration in Slovakia. Inflow of talent improved the capacity of the analytical section and it is still highly regarded. A similar approach can be done at the city level; cities often lack skilled analytical employees that can support strategic decision making.

SOURCE OF INFORMATION

<https://vedanadosah.cvtisr.sk/spoznajte-vedcov-ktori-sa-vratili-vdaka-scheme-navraty>

<https://www.vedatechnika.sk/SK/o-scheme-navraty/Stranky/default.aspx>

6.11.2 THE STRATEGIC ROLE OF CULTURE FOR KOŠICE

6.11.3 STRATEGICKÁ ÚLOHA KULTÚRY V KOŠICIACH

LOCATION: KOŠICE, SLOVAKIA

POPULATION: 238 757

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, <u>cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The city of Košice hosts more than 35,000 students. The average age of its citizens is low – about 35 years – and brain drain is a problem as 38% of the city's economically active population looks for jobs outside the region. Young people in particular move to Bratislava or to other border countries such as the Czech Republic and Austria. In recent years, the city has been considering the growth of Creative and Cultural Industries (CCIs) as a key element for its socio-economic development.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Intervention was on a strategic level for the city of Košice. The aim was to support culture and the creative industry and together create conditions for higher quality jobs and a better place to live.

Official aim of the intervention: "Creating positive synergies between cultural and creative industries - CCIs - and information and communication technologies - ICTs - to mitigate brain drain and benefit local economic development."

Preliminary achievements in this domain were the city receiving the European Capital of Culture 2013 award, and then the definition of the Košice 2020 Creative Economy Master Plan (2013- 2015), a strategy for

the development of creative industries and for making Košice a 'creative city'. Further to the city's participation in the URBACT Creative SpIN project, the city developed a Local Action Plan – LAP (2015) – to connect its CCIIs with the development of the ICTs sector to generate spillover effects on its local economy. In particular, the LAP aimed at retaining talent through a cross-sectoral approach, creating ICT businesses and skills on one hand, and then inputting their services and competencies in the cultural domain on the other.

BENEFITS OF THE INTERVENTION

This good practice is a good example of how bigger strategic/narrative intervention can be planned at the city level, also with the support of international projects.

- The city of Košice created and implemented action.
- Talent objective: create a better economic environment by utilising a model of creative industry that will attract talent.
- Supporting art professionals by the creation of a Creative Centre targeted at media arts professionals

and artists that makes new technologies available for collaborative projects.

- Development of an Urban Game Platform, a participatory tool based on digital technologies, gamification processes and virtual reality for Košice citizens (including disadvantaged and marginalised groups).
- Development of an Art Portal to gather artistic and creative content and exchange best practices.
- Organisation of the International Media Award, Symposium and Exhibition.
- Designation as one of the UNESCO Creative Cities of Media Arts.

The main benefit is to differentiate Košice from other cities by merging culture, art and ICT and develop conditions for people with different skill sets that could be attracted to/retained by Košice.

SOURCE OF INFORMATION

<https://urbact.eu/sites/default/files/media/lapforkosice.pdf>

<https://www.kosice.sk>

6.12 SLOVENIA

6.12.1 ENCOURAGING THE DEVELOPMENT OF SECONDARY EDUCATION IN LOCAL ENVIRONMENT (SPODBUJANJE RAZVOJA SREDNJEŠOLSKEGA IZOBRAŽEVANJA V LOKALNEM OKOLJU)

LOCATION: PTUJ, SLOVENIA

POPULATION: 23 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The city of Ptuj has two secondary education schools – Ptuj High school and Ptuj Gymnasium. Ptuj High School has four secondary programmes. Both schools noticed that more young people from the region are enlisting in Maribor, Celje and Ljubljana. The cities mentioned have more secondary programmes and are very approachable. Many parents are driving to those cities for jobs and can offer their children a safe and convenient ride.

Because of those reasons, the region was facing an outmigration of young people. Therefore, both high schools implemented new programmes. Ptuj Gymnasium implemented an art department and Ptuj High school implemented apprenticeships for car mechanics and roofers.

With more programmes, we understand that young people stay in the local environment for a longer time. Secondary education is an essential part of growing up. During that time, it can show them what opportunities the municipality can offer. There is a better chance to encourage them to return after college.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Both high schools initiated the described GPs. They were the first to notice the importance of attracting young people and getting them to stay in the local environment for a more extended period.

By attracting young people to decide on secondary education in the local environment, the schools get to know young talent before college. Once discovered, they can be offered new opportunities in the region and encouraged to return.

Both high schools applied for additional programmes from the Ministry of Education. Namely, Slovenia faces similar problems – a lack of young people in small regions – and all their high schools want additional programmes. But the winners are schools with an excellent educational and professional background, suitable equipment, staff resources and resourceful directors and principles.

Since the programmes are relatively new, it is hard to estimate the amount of talent attracted. It can be estimated that, in this school year, at least 40 pupils would have enlisted in Maribor or Ljubljana's secondary school if those programmes were not offered in Ptuj. Every year there are around 400 elementary school graduates in the region.

BENEFITS OF THE INTERVENTION

The result is essential because more young people are staying in the local environment for a longer period. Because of this, they are more likely to return to the local environment when they finish their studies. Within secondary education, young people gain long-lasting friendships; they get to know the city's environment in different ways; they get to see the city's opportunities. All this contributes toward viewing the region as more appealing. The region has a lot of opportunities, but so do others. If young people like the environment they grew up in, they are more likely to return at some point in life. Maybe they will go to college, and perhaps they will have their first jobs in large cities. But for the local region, the essential part is that they want to bring their experiences, and knowledge back. To eventually live permanently in our region, our city.

It is believed that the experience of secondary education is significant in picturing the future of a young person. In those years they need to see the opportunities of the city and the region! If the job is done well, young talent will return to their local environment.

SOURCE OF INFORMATION

High school Ptuj – www.sc-ptuj.si

Gymnasium Ptuj – www.gimptuj.si

6.12.2 STIMULATION OF MUNICIPAL CONTRIBUTION FOR YOUNG FAMILIES AND AN EXEMPT FROM PAYMENT OF COMPENSATION TO USE BUILDING LAND IF THEY MOVE INTO NEW CONSTRUCTION (SUBVENC IJA KOMUNALNEGA PRISPEVKA ZA MLADE DRUŽINE IN OPROSTITEV PLAČILA NUSZ ZA MLADE, KI SE PRESELIJO V NOVOGRADNJO)

LOCATION: PTUJ, SLOVENIA

POPULATION: 23 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The municipality of Ptuj encountered the problem of young people and young families not moving into the municipality. Because of the lack of apartments in the municipality young people decided to build their own residences. But another problem occurred – the required municipal contribution was expensive. So young families started to build their residences in neighbouring cities, where the required municipal contribution was considerably lower.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Municipality of Ptuj introduced a 50% subsidy for young families.

Another economic stimulus act is that young people are exempt from payment of compensation for residential building land if they move into a newly constructed building. The exemption lasts for five years.

All these stimulus acts have an age limitation – young people can be up to 31 years old.

Each described stimulation is affecting the income of the municipality. The Municipality of Ptuj wrote its act for stimulating the required

municipal contribution for young families. Stimulation can only be gained for the first residence of a young family. The city council approved the act of the Municipality of Ptuj.

The exemption from payment of compensation to use building land is valid for young people who move into newly constructed buildings – apartments or houses. The government approved this act and amount for the whole country.

It is crucial to attract young people back into the local environment. To achieve that, the local environment must provide jobs and housing for them. In the field of housing, the Municipality of Ptuj has noticed the expansion of new buildings in the municipality's rural area.

BENEFITS OF THE INTERVENTION

The result is essential because more young people are staying in the local environment for a longer period. We want young people to make a permanent living in our region, and our city.

The municipality understands when young people are deciding where to live that subventions and exemptions have a small part. They are just the first step. When we attract young people into the city, we must ensure other activities to make our city attractive to live in – kindergartens, elementary schools, secondary education, free time activities for everybody, parks, playgrounds, a highway, ...

SOURCE OF INFORMATION

Municipality of Ptuj – www.ptuj.si

Building land Act - <http://www.pisrs.si/Pis.web/pregledPredpisa?id=ZAKO1690#>

6.12.3 SAŠA INCUBATOR - IT IS THE HUB FOR YOUNG ENTREPRENEURIAL TALENTS

LOCATION: VELENJE, SLOVENIA

POPULATION: 33 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The city of Velenje has a history of coal mining and industry. Talented and qualified people are moving to Celje or Ljubljana or other places in Slovenia and Europe. The goal is to keep talented people in the city. In Velenje, the aim was to develop an Entrepreneurial area. The city of Velenje could offer young talented people a supportive environment for the development of their entrepreneurial ideas.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Over the past year, there was an increase in the number of young entrepreneurs perfecting their business ideas in the local business incubator (SAŠA incubator). SAŠA Incubator is a regional business incubator established in 2007. The major shareholders are: the municipality of Velenje, the Savinja-Šaleška Development Agency, the Velenje School Centre and the TechnoCenter University of Maribor. SAŠA Incubator is a non-profit organization supporting business development in the SAŠA region, Slovenia, and abroad. The incubator has over 4,000 m² of business areas used by 40 companies and has partnerships with many companies and institutions for the joint development of the creative entrepreneurial environment.

BENEFITS OF THE INTERVENTION

Strong fundamentals were built based on 4 key programs that made SAŠA incubator one of the best incubators in Slovenia.

The programs are:

1. Start-up weekends and Hackathons

Five years ago when we started to work with students the main goal was to raise new generations with the ability to think outside the box, to be solution oriented, brave and creative. We managed to plant a seed of the entrepreneurial mindset, so the first generations are opening their own companies.

2. Business school for Start-ups – Business Trampoline

Through our work with Start-ups, we find out that they really have good ideas, but they are struggling with a lack of knowledge. We created a business school for Start-ups where they get into lean business methods, business model canvas and other areas which are relevant for their success. We cooperate with experts who build their knowledge in their own companies. At the end of a 6-week program, the best Start-ups pitch their solutions to potential investors. Compared with other incubators, we have a high percentage of female founders standing on the stage by the end of the program.

3. Future 4.0 (future40.si)

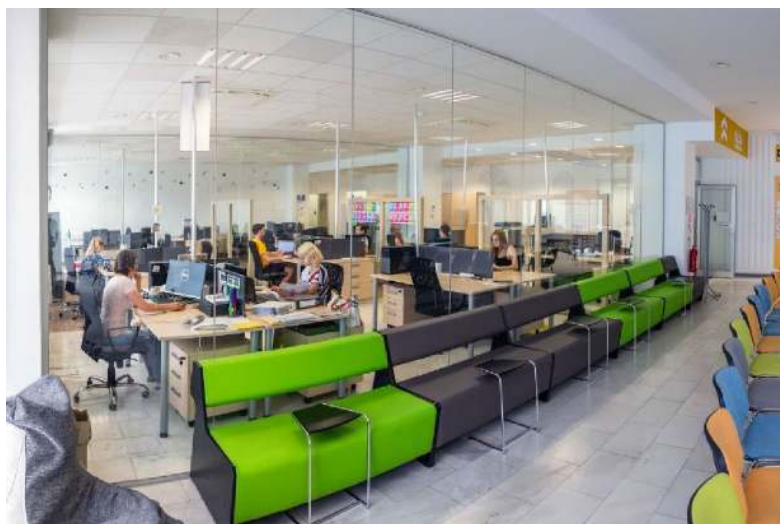
The Future 4.0 international conference is a new dimension of the event with 100% focus on the 4.0 Industry and curated matchmaking. Our main goal is to directly connect Industrial Corporations and Start-ups from the Balkan region which are, or could be, related to the innovation for Industry 4.0. We are empowering young people to step into the field of engineering, new technologies and industry.

4. Investors program

In partnership with Slovenian Business Angels, we execute the program “Investors Academy” with the main goal to find new investors and educate them how to work with Start-ups, when, and how to invest in their solutions.

SOURCE OF INFORMATION

<https://sasainkubator.si>



6.12.4 SCHOOL CENTRE VELENJE - PROMOTION OF SECONDARY AND HIGHER EDUCATION IN COOPERATION WITH THE LOCAL ECONOMY (ŠOLSKI CENTER VELENJE-SPODBUJANJE SRENJEŠOLSKEGA IN VISOKOŠOLSKEGA IZOBRAŽEVANJA V SODELOVANJU Z LOKALNIM GOSPODARSTVOM)

LOCATION: VELENJE, SLOVENIA

POPULATION: 33 000

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education , lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

It is very hard to retain young people in Velenje after they finish primary education. Bigger towns that offer higher education are relatively close to Velenje (in the range of 20-70 KM). So, if the city wants to retain the students in their hometown the high schools must offer more or something special.

The Velenje School centre consists of 4 secondary education schools and one Inter-Company training education centre that is unique in Slovenia. Inter-company training Centre (MIC) offers a lot of specialised classes where high school students of Velenje school Centre can gain special practical knowledge in their educational fields.

This centre also cooperates with more and more companies. With their help they develop new educational programs and conduct training for education in fields that companies need nowadays.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

There are 43 specialized classrooms, workshops and multipurpose rooms in the centre that are well equipped with modern computer and multimedia equipment.

Some of these are: laboratories for the automatization of technological processes; for electronic circuits and measurements; for mechatronic systems; for rational use of energy and renewable energy sources; laboratories for electrotechnics; a classroom for CNC technology and computer assisted teaching technologies. In the classrooms for mining, environmental protection, electrical engineering, mechanical engineering, mechatronics and service activities there is also equipment that conforms to the rules of modern education. In those specialised classrooms high school students can upgrade their knowledge with practical lessons, do research and on project work, which they can do on their own or participate and get help with their research assignments.

MIC encourages interdisciplinary development, the exchange of experiences and information flow. The centre offers:

- Education
- Functional training
- Research, development, project planning and prototype production
- Energy engineering
- Promotional and service activities
- Partnership cooperation

Emphasis has been placed on cooperation with industry, commerce and the local community. They have been increasingly recognized for successful work in domestic and international projects.

BENEFITS OF THE INTERVENTION

The economic crisis has been accepted as a positive incentive for new challenges, as the investment of knowledge for the future and for the environment. The good reference is also investing in the development of modern technology through our own resources and EU funds. An energy polygon has been built with the latest educational equipment for all areas of renewable energy sources. An integral part of the energy polygon is a passive house. Through education there is an increase of the share of renewable energy sources in energy use. The centre represents the bridge between generations. With knowledgeable and engaged staff they encourage interdisciplinary development, exchange of experiences and information flow.

SOURCE OF INFORMATION

Šolski center Velenje (scv.si)

Medpodjetniški izobraževalni center (scv.si)



6.13 UKRAINE

6.13.1 OPEN STUDENT CONTEST IN PAINTING “SILVER EASEL” (ВІДКРИТИЙ СТУДЕНТСЬКИЙ КОНКУРС ЖИВОПИСУ «СРІБНИЙ МОЛЬБЕРТ»)

LOCATION: UZHGOROD, UKRAINE

POPULATION: 115 500

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

A rich artistic and architectural heritage has been formed over the centuries in Uzhhorod, as a cultural and administrative centre. The development of Uzhhorod and the presence of an artistic elite made it possible in 1927 to establish the city's first Public School of Drawing in the region (which taught all the achievements of contemporary European art at the time). Since then, the famous "Transcarpathian School of Painting" was formed with the original style of arts. Art education in the city keeps evolving and developing. There is the Transcarpathian Academy of Arts and the College of Arts today in Uzhhorod, whose graduates face the city's limited opportunities to reveal their talents and declare themselves as talented artists, and hence the problem of finding a job and applying artistic abilities, the problem of self-realization. Young artists often do not have access to the limited number of exhibition spaces, as they are not part of art unions and artists' societies, and the city has a limited number of advertising agencies, printing and creative industry establishments that can involve art professionals. Young talent needs promotion at the formative stage of their creative activity.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Back in 2016 the “Brovdi Art” foundation was created by Robert and Nataliya Brovdi - a non-profit, non-governmental, cultural and art foundation aiming for the creation of a modern art space, implementation of innovative creative ideas and projects.

The goal of the “Brovdi Art” Foundation is to create a high quality, interesting and accessible platform of free creativity and convenient communication between artist and audience, tolerant to various artistic movements, styles and genres, open to the dialogue of philosophies, ideas and meanings, not limited by regional or narrow cultural context.

Its profile - the promotion of the creative activities of artists, identification and support of young talent; foundation of art museums, expositions and galleries; organisation of contests, exhibitions, plein-air, master classes; popularization of classical and contemporary art; publishing of catalogues, albums, and books; cooperation with the creative unions, art centres, auctions, and educational institutions; information, cultural, and educational activities in mass media and social networks.

In 2016 the “Brovdi Art” Foundation arranged “Silver Easel”, the first Open Student Contest in Painting. 50 Ukrainian and foreign young and talented artists who won in the previous contests were to be invited to this competition in Fine Art and competed in three categories: "Cityscape", "Portrait" and

"Improvisation". Along with painting, the Contest's Program included different masterclasses, exhibitions, and meetings with famous modern Ukrainian artists.

Since then, the Silver Easel contest has been held three times on an annual basis.

BENEFITS OF THE INTERVENTION

The periodic holding of an open competition of young artists has provided various benefits both for the city and young artists:

- young artists had the opportunity to express their talent, share experiences with representatives from other art schools, and gain new knowledge and practices from famous artists who were involved in the jury. The winners of the competition received an invitation to take part in art residencies, signed agreements with galleries for the organization of personal exhibitions, participation in various art events and received media support of their successful history. The artists who won the Grand Prix also received a week in the capitals of art Paris and Rome as a gift, where they were able to visit all the most famous museums.
- The city has received no less of a benefit, as many artists on the streets of the city attracted the attention of tourists. Well-known Ukrainian artists, who were invited to the jury of the competition, later organized personal exhibitions in Uzhhorod, which greatly enlivened the cultural life of the city. Well-known professional artists also held master classes and creative meetings for students of the Academy of Arts, which helped to enrich the creative practice of young artists. Exhibitions of

works by the participants of the "Silver Easel" contest were organized in the city, which attracted the attention of residents and guests of Uzhhorod.

The competition program included art events for 5 days and indirectly involved in the process of organizing people from many fields: hotels, restaurants, transportation services, art supply stores, photographers, videographers, museums, galleries, guides, the media, souvenir sales and much more. The artistic life of the city is in full swing during the "Silver Easel" contest.

SOURCE OF INFORMATION

<https://www.facebook.com/silver.easel/>

<https://www.molbert.brovdi.art/2016/en>

<https://www.molbert.brovdi.art/2017-1/en>

<https://www.molbert.brovdi.art/2017-2/en/>



6.13.2 NGO «TRANSCARPATHIAN FILM COMMISSION (ГО «ЗАКАРПАТСЬКА ФІЛЬМКОМІСІЯ)

LOCATION: UZHGOROD, UKRAINE

POPULATION: 115 500

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Transcarpathia is interesting for both Ukrainian and world cinema and a lot needs to be done to use this opportunity.

Well-known Ukrainian actress Rymma Zyubina from Uzhhorod noted that the creation of the Film Commission is a huge event for Transcarpathia. She gave an example of how a similar structure in Italy made it possible to shoot the Ukrainian feature film The Dove's Nest, which later won many international awards.

It is through cinema that we can make a powerful promotion to our city, region and Ukraine. She is convinced that in Uzhhorod, like nowhere else, you can make a great film from short stories, as film almanacs are made in world capitals, similar to "Paris, I love you." Cinema will help to create new trends and overcome negative stereotypes about our region and our country.

The NGO "Film Commission" is going to promote the restoration of former not functioning or abandoned cinemas in Transcarpathia, the establishment of mobile cinemas, so that cinema on the big screen will become available again - both financially and geographically - for residents of not only the major cities. The management of Uzhhorod National University supports the Film Commission and announced the possibility of launching "cinematic" specialties in our university, so that Transcarpathia becomes another cinematic point on the map of Ukraine.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Over the last 3 years of its activity, the NGO "Transcarpathian Film Commission" has created excellent conditions for the creation of quality jobs for professionals in the field of cinema due to its active work.

The promotion of the Zakarpattia region and the city of Uzhhorod as a favourable location for film production provides an opportunity to create a quality environment for training and jobs to attract highly educated and talented young people.

The organization raises important questions about the preconditions and organization for the creation of a cluster of audio-visual industries in Transcarpathia.

Thanks to this cluster, high-quality jobs are created in the region for top-level specialists in the film industry.

You can qualitatively use this opportunity to realize the creative potential of young people, trying the field of film production for them (directing, animation, screenwriting, working with video editing software).

Also, since 2018, the annual Skalka Summer Film School has been launched and is being held, where they teach screenwriting, etc.

BENEFITS OF THE INTERVENTION

The city of Uzhhorod is a bridge between Ukraine and EU countries, and if top actors and producers come here, young people will see a prospect for themselves in the development of cinema. Due to the development of the film industry in the region, young people will be more active to come here from other regions or even other countries. Plus, creating qualitatively new jobs will help reduce outflow and brain drain.

It is through cinema that they can make a powerful promotion for the city, region and Ukraine. In Uzhhorod, like nowhere else, you can make a great film from short stories, as film anthologies are made in world capitals, similar to, "Paris, I love you." Cinema will help to create new trends and overcome negative stereotypes about our region and our country.

SOURCE OF INFORMATION

<https://www.youtube.com/channel/UC4PLyuM8HbBB7V5cfoDjdDA>

https://www.facebook.com/TranscarpathianFilmCommission/photos/?ref=page_internal

<https://www.facebook.com/MyThoughtsAreSilent>



7 GOOD PRACTICES FROM NON - PROJECT PARTNER EUROPEAN COUNTRIES

NAME	CATEGORY
Denmark	
Moving Global Talent	Mobility, Quality jobs, Functioning labour market, HR development, Education, Lifelong learning, Unique image, Marketing, Communication, Welcoming talent
Estonia	
"Talents Come Home" Project	Mobility, Quality jobs, Functioning labour market, Welcoming talent
Finland	
90-Day Finn	Mobility, Business environment and ecosystem, Housing, Quality public services, Recreation, Cultural offer, Welcoming talent
Talent boost programme	Quality jobs, Functioning labour market, HR development, Education, Lifelong learning, Unique image, Marketing, Communication
Ireland	
Digitalized recruiting	Quality jobs, Functioning labour market, HR development, Education, Lifelong learning
Italy	
Brain Back Umbria	Mobility, Business environment and ecosystem, Welcoming talent
Poland	
Apartments for graduates	Housing, Welcoming talent
Spain	
Talent House	Mobility, Buildings and public spaces, Quality jobs, Functioning labour market, Housing, Welcoming talent
Bizkaia Talent	Mobility, Quality jobs, Functioning labour market, HR development, Education, Lifelong learning, Unique image, Marketing, Communication, Welcoming talent

7.1 DENMARK

7.1.1 MOVING GLOBAL TALENT

LOCATION: SOUTHERN DENMARK

POPULATION: 1,22 MILLION

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	Housing	<u>Unique image, marketing, communication</u>
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Southern Denmark lacks a talented workforce, which the region wishes to fill with international talent. Since usually a mismatch exists in countries regarding a skilled labour force, the project would like to source talent from countries where there is a surplus of expertise and a lack of jobs. The basis for this talent sourcing will be a thorough research on mobility and onboarding.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The aim of the project is to help regional companies to find, obtain and retain international talent that they are missing. The project consortium consists of 18 companies from different industries, a robot cluster and 12 municipalities from Southern Denmark. The project is currently implemented between 2018-2021. The budget is 23 million Danish Krone, which is co-funded by the European Social Fund and the Southern Denmark Growth Forum.

In frames of the project, methods and tools are developed together with the participating companies taking into consideration their need for pre-onboarding and the retention of international talent. There are different initiatives within the project for attracting global talent, such as cooperation with foreign universities and participation in fairs. In

cooperation with companies and the cluster, an onboarding toolbox, best practice seminars, a model for retaining international employees and introduction programmes are being created and implemented. Southern Denmark and its companies are promoted with different themed campaigns to highlight their attractiveness.

BENEFITS OF THE INTERVENTION

Since the project has not ended yet, only the expected impact can be mentioned. The project aims to achieve 300 matches between international talent and regional companies. Furthermore, they wish to have 87% of the international talent staying at the company past 12 months.

SOURCE OF INFORMATION

<https://work-live-stay.dk/foreningenwls/movingglobaltalent-en/>



7.2 ESTONIA

7.2.1 “TALENT COMES HOME” PROJECT

LOCATION: TALLINN, ESTONIA

POPULATION: 426 538

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

This project was implemented in 2010-2012 with the aim of connecting talented Estonians living abroad with local businesses needing a qualified and talented workforce (with foreign experience and/or multicultural knowledge and skills). It was implemented by the Estonian Chamber of Commerce and Industry with financial support from the Estonian state.

The underlying issue behind this initiative was the fact that there was a trend of emigration from Estonia. However, some out-migrated Estonians were open to returning home if favourable circumstances were given.

The idea was to fill a missing niche in the market by bringing together businesses in need of internationally experienced labour and Estonians residing abroad.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

During the preparation of the project, a survey was conducted with the involvement of more than 400 talented individuals, and 100 companies to determine their demand. In frames of the project, a website was set up, which made it possible to advertise Estonian job opportunities and

provide useful information for Estonians currently living abroad who were considering moving back home. Furthermore, Estonians living abroad could also upload their CVs so that employers can search through them. There were two main target groups defined:

- Estonian youth studying or working abroad: the project expected them to be most likely to return home after graduating abroad or on the verge of starting a family.
- Estonians residing abroad that might be interested in cooperating with Estonian businesses in their destination countries.

BENEFITS OF THE INTERVENTION

The project was promoted via different ways, such as media, concerts, exhibitions, etc.

As a result of the project, there were 27 success stories, that is returning talented people. Considering the hindering external factors (e.g., recession, bureaucracy), it is considered a success by the project owners. Moreover, we would like to highlight that more than 700 individuals signed up to the website as being available and open for employment offers in Estonia.

SOURCE OF INFORMATION

<http://mottehommik.praxis.ee/wp-content/uploads/2014/09/Talent-Attraction-and-Retention-in-Estonia.pdf>

https://www.norden.ee/images/regionaal/info/migra/seminar_311013/Siim_Raie_migr_311013.pdf



7.3 FINLAND

7.3.1 90-DAY FINN

LOCATION: HELSINKI, FINLAND

POPULATION: 631 695

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	Quality jobs, functioning labour market	<u>Housing</u>	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	<u>Quality public services</u>	<u>Welcoming talent</u>
Buildings and public spaces	HR development, education, lifelong learning	<u>Recreation, cultural offer</u>	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Finland is one of the best countries in terms of talent attraction and retention practices. One very good example is the recent initiative of the Helsinki Business Hub. Helsinki Business Hub is an international trade and investment promotion agency for the Finnish capital region, which offered an exciting opportunity for international tech talent.

The underlying aim behind this case was the headhunting effort of the Finnish capital. On the other hand, this opportunity provides an answer for the need of work-life balance, which is crucial for today's talented youth. This need has increasing importance when people go through challenging times, such as lockdowns, social injustices or political turbulence. Finland can be a great destination for people with such needs, since it is famous for its quality of life and known to be the happiest country in the world.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The 90-Day Finn is an all-inclusive city service program which was built to help attract and welcome international talent, and to make them feel at home. There were few requirements for applicants such as not currently living in Finland and participants would continue to work for

their existing positions from Finland, so either be able to work remotely, or work for their own company.

It is an opportunity which provides services for the whole family, so interested participants are free to come with their loved ones. There are two offers: the “Always available: Freemium” and the “Limited time offer: Full package”. The Full package includes all the documentation for the 90-day stay, housing arrangements, school/day-care arrangements for children, top-notch facilities for work and study, introductions to technology hubs and business networks, get-togethers and even airport pickup and relocation consultation. If any participant is interested, support is given to apply for permanent residency, and anything needed for a longer stay. No charges or investments are required from applicants, but they are responsible for their travel, housing and insurance costs during their stay.

Applications were open between November 4th 2020 and December 10th 2020. A maximum of 15 participants were chosen, interviews were made in December 2020. The 90-day stay will take place starting from February 2021. Information is provided on the website of the Helsinki business hub. The initiative received outstanding media coverage in several languages worldwide.

BENEFITS OF THE INTERVENTION

From the talented individuals point of view the most important benefits of this program could be that it is attractive for those who have already considered moving to Europe but were not sure about it yet. With this 90-day “trial”, participants can have an idea what it is like to live in Finland. The city and the country thus get access to top talent from the USA and other countries, further boosting its technology related competitiveness. Moreover, with the networks of people moving there, it can reach even more of its target group.

SOURCE OF INFORMATION

<https://www.helsinki.businesshub.fi/90-day-finn/?fbclid=IwAR1bzNC-lrIXyoYuNBWuppVYPzeUunEKmVRJ4aBhPKUY7WKVaig3WUxfUv8>



7.3.2 TALENT BOOST PROGRAMME

LOCATION: FINLAND (NO SPECIFIC CITY)

POPULATION: 5,52 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	<u>Quality jobs, functioning labour market</u>	Housing	<u>Unique image, marketing, communication</u>
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	Welcoming talent
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

As many other countries, Finland also struggles with the migration and mobility of its talented youth, which has an impact in the country's well being and competitiveness. The lack of talent can negatively affect the growth and internationalisation of national organisations. The working age population is also decreasing, so putting an emphasis on talent attraction and retention is of high importance in the country.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Talent Boost programme is led by Business Finland, which is a government organisation. Close cooperation among different stakeholders is ensured with the involvement of the state, cities, educational institutions, businesses, chambers of commerce and research institutes. The primary aim of the programme is to help companies operating in Finland to internationalise by bringing them together with top international talent in various fields. Among the services of the programme, they organise networking events, recruitment campaigns and funding for the recruitment of international talent.

The Talent Explorer funding service targets SMEs and Midcap companies. They can receive funding to hire international talent to help the company in the way of internationalization. The maximum amount of funding is 20,000 EUR that may cover up to 50% of the new

employee's costs for the first 6-12 months. One company can only receive this funding a maximum of 3 times.

The Talent Boost Index service is a 10-minute-long survey that makes it possible for an organization to explore its capabilities in recruiting international talent and leading a multicultural work community. It measures the readiness to hire international talent and identifies areas of improvement. At the end of the survey, a report is generated describing the readiness and maturity of the organization and advice for next steps. The index was created with contributions from the Helsinki Region Chamber of Commerce.

BENEFITS OF THE INTERVENTION

As a result of more international talent working in the country, the number of innovations could increase, more international investment land in the country, companies and their working environment become more international, which boosts the presence of international talent further and prevents brain drain. International talent can have a global vision, experience and networks that all contribute to the competitiveness of Finnish companies. Several projects have been launched throughout the country to implement Talent Boost programmes in regions and cities.

SOURCE OF INFORMATION

<https://www.businessfinland.fi/en/for-finnish-customers/services/programs/talent-boost-finland>

<https://tem.fi/en/talent-boost-en>



7.4 IRELAND

7.4.1 DIGITIZED RECRUITING

LOCATION: IRELAND (NO SPECIFIC CITY)

POPULATION: 4,9 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

Nowadays, there is a big battle on the labour market among companies to win over the people with talent and the necessary skills for their organisations. There is potential in focusing on the opportunity within the company and improving the skills of employees, yet it is sometimes necessary to recruit externally to bring innovation and new energy to the organisation. Today, young talent usually looks at multiple career options, so it is key to have a great recruitment routine. Businesses face a lot of challenges when attracting, retaining and developing talent, so hiring exceptional talent has become an international business itself. It is especially true for Ireland which is a small country with a relatively small population.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Enterprise Ireland, which is the Irish Government's trade and innovation agency, and the talent management providers that it supports develop technologies that provide innovative and flexible solutions for those companies who need it. Their services are said to be very helpful and resourceful, as they assist global employers with HR needs. Enterprise Ireland also organises talent management events, where talent management experts can build their network and learn about the newest strategies, tools and methods.

During Talent Conferences organised by Enterprise Ireland, several solutions were presented which all can contribute to talent attraction and retention. Social media and marketing techniques were in the focus with automation. For today's young talent it is important to see the values of an organisation, so they need to be communicated with digital tools. Traditional recruiter activities will become automated, which will free up their time to focus on the intuitive, human side of the work.

One company, when it had a high volume of applicants, offered the applicants the possibility of an automated online video interview, to ease the workload of call handlers. Candidates were screened this way before calling them for face-to-face meetings or one-to-one video conferences. This way the companies can get an initial understanding of the applicants to understand their fit, personality, drive, and motivation, saving time and money.

Another innovative solution for recruiting talent was a smartphone app. The main function of this app was that employees could share job opportunities on social media, and they receive a bonus when a member of their personal network gets hired. Since most of the workforce are social media/mobile users, it allows engagement with the referral opportunity to go on 24/7.

What is more, AI can be used to save time on analysing CVs and voice patterns in phone interviews. Decisions made with AI are also more scientific than those made by humans.

BENEFITS OF THE INTERVENTION

As a result of the technologies, tools and methodologies provided by the Irish talent management provider companies, businesses around the world win battles for talent/skills. The applied methods can increase employee satisfaction and engagement across the organisation. Young talent can even be attracted with balanced, smart recruitment practices.

SOURCE OF INFORMATION

<https://www.thehrdirector.com/features/talent-management/enterprise-ireland-talent/>

<https://irishadvantage.co.uk/news/irish-technology-set-to-power-the-uk-workforce/>

<https://irishadvantage.us/irelands-talent-management-source-irish-advantage/>



7.5 ITALY

7.5.1 BRAIN BACK UMBRIA

LOCATION: UMBRIA, ITALY

POPULATION: 882 015

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

In the Region of Umbria, Italian brain drain posed a challenge for local actors, since a high rate of young talent was willing to emigrate from the region to find a satisfactory job in line with their skills. The phenomenon was caused by the lack of career opportunities, meritocracy, transparency and lower salaries compared with the average salaries earned abroad.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Brain Back Umbria was a project implemented between 2011-2017 in frames of the European Regional Development Fund, with a total investment of 800,000 Euros and European contribution of 350,000 Euros. The primary aim of the project was to understand the reasons behind brain drain in the region and to create a strategy for reconnecting emigrants with the region and support them in establishing businesses in Umbria, and as a result reversing brain drain.

In frames of the project, emigrants were asked to fill in a questionnaire about why they emigrated and what would get them to return. The project got in touch with around 2,000 emigrants, from which more than 700 completed the questionnaire in 140 countries.

The project was supported by initiatives to increase business opportunities, training, financial and start-up advice. Several activities were implemented within the project to re-attract talent to the region:

- Two calls for proposals of business ideas to be implemented in the Umbria region by potential entrepreneurs residing abroad with grants up to EUR 20,000 covering start-up, consulting, marketing and investment expenses.
- Regional events for citizens that had migrated abroad and then returned to share their stories and raise people's awareness that the region supports them and has much to offer.
- Scholarships of 5,000 Euros per person for talented researchers who originate from Umbria and work abroad. The scholarship could be used for participation in EU programmes with Umbrian partners.
- Business visits in the fields of agribusiness, tourism and textiles with the involvement of more than a 100 SMEs. The project was disseminated on several platforms, such as social media pages, newsletters, webpages, and conferences.

BENEFITS OF THE INTERVENTION

The project was recognised as a success on a regional and national level. Altogether 16 start-ups were created in different sectors. Other Italian regions have followed the good practice and launched similar initiatives. As a result of the project, Umbrian talent living and working abroad had an opportunity to return home with promising prospects. The region benefits from the newly created start-ups and their economic impact. Moreover, the international networks and partnerships created during the project could also boost the regional economy with the implementation of European projects.

SOURCE OF INFORMATION

https://ec.europa.eu/regional_policy/en/projects/italy/reversing-the-brain-drain-umbria



7.6 POLAND

7.6.1 APARTMENTS FOR GRADUATES

LOCATION: POZNAN, POLAND

POPULATION: 535 946

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

This programme was created by the City of Poznan and its company Poznań Social Housing Association in 2012/2013 to satisfy the housing needs of young, talented graduates.

After graduation when young talent move out of their homes, dormitories or rental units paid by their parents, they often face the problem of housing. Usually housing prices are high compared to the salary of career-starters, which makes them feel more dependent and it can be a cause for migration.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Poznan University of Economics and Business was involved from the planning phase of the programme, ensuring the participatory approach. Both the City of Poznan and the university students ran surveys to map up the situation of the housing market and the needs of possible beneficiaries. The programme provides housing for applicants who meet certain criteria:

Good practice catalogue of Talent Attraction and Retention

They should be university graduates who graduated within the last five years.

- They must not be older than 36.
- They should not own any other apartment in the city.
- They must work in or run a business in Poznań and pay taxes there.
- There is also an upper and a lower income limit.
- Each person can rent a flat for up to 10 years.

Accepted applicants should cover the following costs: repayable participation in the apartment development costs (up to 30%), rent (up to 4% of the replacement value) and reimbursement deposit equal to 6 monthly rental fees.

The residential estate includes 143 apartments. In the area of the residences, there are two underground garages and green areas. Public transport and bicycle lines are also easily accessible. Not to mention, that the city centre and important services are within 10-15 minutes.

BENEFITS OF THE INTERVENTION

Affordable prices and housing opportunities with good conditions resulted in a significant demand for flats within

the program: in the first wave of recruitment there were 250 applicants, and later about 130. The programme not only creates good housing opportunities for young talent, but also contributes to the overall development of the city, since it boosts economic and social development with making them stay in the city and become employees of local businesses. In this way the talented young people can save money on housing costs and start a family more easily.

SOURCE OF INFORMATION

<https://urbact.eu/apartments-graduates>



7.7 SPAIN

7.7.1 TALENT HOUSE

LOCATION: SAN SEBASTIAN, SPAIN

POPULATION: 186 655

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	<u>Housing</u>	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	<u>Welcoming talent</u>
<u>Buildings and public spaces</u>	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The Talent House project was launched in 2011. The main aim of this initiative is to promote the engagement of high-level talented professionals with increasing the scientific community in the city, encouraging its integration, disseminating and socialising scientific and technological knowledge, and generating places for networking linked to R+D+I.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The programme is managed by the Department for Economic Development. There are three main services that the project includes: a welcome service, an accommodation service, and employment and professional development support. The welcome service is for individuals who plan to travel to the city and work for the local R+D+I ecosystem. It includes guidance for administrative procedures, the healthcare and educational system, and city information. The accommodation service is not only an accommodation option, but it also provides opportunities for working (a conference room, a workroom, a video conference room). The employment and professional development support provides the researchers with advice when they seek employment in San Sebastian, with help in adapting their CVs to the local environment and sharing related information.

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The opportunity is open for talent coming from different cities and countries, or those who would like to return to the city after studying or working abroad. According to the Head of the managing Department, it's essential to have cooperation with key city actors and a development strategy based on talent and highly skilled people.

BENEFITS OF THE INTERVENTION

The benefits of this good practice are its contribution to the competitiveness of the city with helping the transformation of the city to build a strong economy that creates wealth and quality jobs. It offers accommodation for researchers with the aim of providing support for R+D+I centres in the recruitment of professionals.

SOURCE OF INFORMATION

<http://www.donostiainn.eus/en/talent-house>

<http://www.fomentosansebastian.eus/eu/today/news/1435-talent-house-a-formula-for-success>

<http://www.fomentosansebastian.eus/en/emprender/programa-residencias-connecting-talent>



7.7.2 BIZKAIA TALENT

LOCATION: BASQUE COUNTRY, SPAIN

POPULATION: 2,18 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	<u>Quality jobs, functioning labour market</u>	Housing	<u>Unique image, marketing, communication</u>
Parks and green spaces	<u>Business environment and ecosystem</u>	Quality public services	<u>Welcoming talent</u>
Buildings and public spaces	<u>HR development, education, lifelong learning</u>	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

There are several issues and challenges that the Basque region faces. To start with, the high rate of small enterprises in the Basque Country could be a challenge in the global competition and attraction of international talent. Demographic changes are also expected to cause a loss of a significant number of working-age people. Not to mention the skill mismatches, that lead to the paradox where there are shortages of highly qualified people in some sectors while, at the same time, some people are overqualified in other sectors.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Bizkaia Talent is operated by the Department for Economic Development of the Provincial Council of Bizkaia. It was launched in 2005 as a non-profit organisation. Its aim is to foster and facilitate the implementation of the necessary conditions for attracting, connecting and retaining talented people in the areas of knowledge and innovation in Bilbao, and the Basque Country in general. The city is third on the 2020 Global Talent Competitiveness Index, special mention is given to the Bizkaia Talent “Be Basque” strategy.

Bizkaia Talent is a very comprehensive talent attraction and retention programme, that includes several services and tools for talent management. In the following, a few of them are presented in more detail.

Various services:

- International Professional Networking Meetings,
- Relocation & the ReBasque Dual Career Centre,
- Job Offers,
- Talentia Service,
- Studies and publications,
- A Financial Aid Programme,
- Be Basque Ambassadors.

The Talentia service promotes the progress of talented youngsters from local universities with skill development and bringing them closer to the business world of the region. The Talentia Skills and Talentia Challenge are sub-programmes of the Talentia service.

Talentia Skills is an excellence-focused programme with the aim of developing talented undergraduate students' transversal skills and introducing them to local companies through work in multidisciplinary teams with participants from three Basque universities. The duration of the programme is 4 years, activities include workshops, coaching sessions, and meetings with companies.

The Talentia Challenge is aimed at junior university graduates (up to 5 years after graduation). Young talent work together in multidisciplinary teams to identify, analyse and design solutions to specific strategic challenges posed by regional companies. The duration of the programme is 5 months; it is financed by the La Caixa Bank.

The Studies and publications service is an online platform, where one can find studies, papers, etc. that draw conclusions which help Bizkaia Talent to develop actions and programmes that encourage talent and innovation in the region and share them with organisations as a tool for talent management. Publications have open access to anyone interested.

- Numerous digital tools:
- The Basque Talent Map,
- The Basque Talent Observatory,
- The Career Development Centre,
- The Headhunting support Centre,
- Kids & skills,
- Contrasted Figures of the Basque Country.

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The Basque Talent Map is a platform, in which more than 12,000 professionals from different countries can be found. It is a searchable platform, where organisations can find job seekers, and talent can find job offers from Basque companies. The Basque Talent Observatory is a platform which provides data about the Basque labour market both for citizens and analysts. The Career Development Centre helps a talented workforce to find appropriate jobs with several tools, while the Headhunting support Centre helps the other side, i.e., companies who need talented workforce.

BENEFITS OF THE INTERVENTION

This comprehensive initiative provides benefits not only for young talent but also for your regional ecosystem. The talent receives support in many fields, such as network building, job finding, financial terms, skill development, and career planning. An outstanding example of place marketing can have a positive impact on the region as well. To give an example, the Basque Talent Map is a platform where regional companies can look for national and international

talent. The Headhunting support service is also a similar, good opportunity which can help regional companies find the appropriate talent for vacancies. Furthermore, during the competitions organised in frames of the Talentia Services, companies can already headhunt among talented university students.

SOURCE OF INFORMATION

<https://www.bizkaia talent.eus/en/>



8 GOOD PRACTICES FROM NON – EUROPEAN COUNTRIES

NAME	CATEGORY
Australia	
Visas for innovation	Mobility, Quality jobs, Functioning labour market, Quality public services, Welcoming talent, Attracting investors
Canada	
Canada´s Top Employers for Young people ranking	Quality jobs, Functioning labour market, HR development, Education, Lifelong learning, Unique image, Marketing, Communication
USA	
Cleveland County´s Talent Recruitment Campaign	Quality jobs, Functioning labour market, Unique image, Marketing, Communication

8.1 AUSTRALIA

8.1.1 VISAS FOR INNOVATION

LOCATION: AUSTRALIA (NO SPECIFIC CITY)

POPULATION: 24,99 MILLION

PLACE	WORK	LIFE	ATTRACTION
<u>Mobility</u>	<u>Quality jobs, functioning labour market</u>	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	<u>Quality public services</u>	<u>Welcoming talent</u>
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	<u>Attracting investors</u>

THE PROBLEM THE GOOD PRACTICE ADDRESSES

As the competition for global talent is bigger and bigger, each country needs to find a way to attract the brightest talent to make its economy stronger. Australia has created such programs with the government establishing the Global Business and Talent Attraction Taskforce. The Taskforce is hosted by the Department of Home Affairs, and the Australian Trade and Investment Commission.

The aims of the programs are to attract businesses and talent to the country together with their ideas, networks and capital. With their presence, innovation and job creation could be boosted through:

- partnering and investment with Australian enterprises,
- helping Australian companies go international,
- building the nation's skills base,
- creating new ventures,
- developing intellectual and creative capital,
- filling gaps of the supply chain.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

The Global Business and Talent Attraction Taskforce provides tailor-made support for high-value businesses and talent to bring them to Australia. The webpage of this program provides detailed information on why one should choose to live and work, study, or do business in the country; what are the healthcare, and innovation possibilities; which industries are outstanding, etc. There are several services provided by the initiative: fast track visas, tailored advice to kick start a venture, connections to industry and professional networks. The target group of the program includes individuals with exceptional talent, senior executives, company staff and their families.

The Global Talent Visa program, also known as the Global Talent Independent Program, is a visa for highly skilled professionals to work and live in Australia permanently. Talent is sought in seven future-focused sectors (e.g., Cyber Security). In 2020-2021, there are 15,000 places available under the program. Global Talent Officers promote the program with engaging applicants, businesses and industries. For talent to be eligible, applicants must:

- prove they are internationally recognised with evidence,
- be prominent in their field of expertise,
- prove that they would be an asset to Australia,
- no difficulty finding employment in Australia,
- have an Australian organisation/individual to nominate them.

The application starts with filling in an Expression of Interest and if it is evaluated positively, the application for a visa follows. The aim of the program is to help the economy in the field of innovation and technology.

BENEFITS OF THE INTERVENTION

The Global Talent Employer Sponsored program was designed for Australian employers to allow them to sponsor overseas talent for highly skilled niche positions that cannot be filled by Australians or through other standard visa programs. The employed international talent will act as a multiplier in the local businesses: helping them hire more local staff and fill the vacancies. So, the primary aim of this program is to provide opportunities for Australians, with creating new jobs for them or transferring skills and knowledge to them. There are two streams of the program: the established business and the start-up stream. During the design and implementation phase, the Government cooperates closely with stakeholders like start-ups, different industrial sectors, universities, the chamber of commerce and industry, etc.

SOURCE OF INFORMATION

<https://immi.homeaffairs.gov.au/visas/working-in-australia/visas-for-innovation/overview>



8.2 CANADA

8.2.1 CANADA'S TOP EMPLOYERS FOR YOUNG PEOPLE RANKING

LOCATION: CANADA

POPULATION: 37,59 MILLION

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

The youth unemployment rate in Canada is lower than in most countries of the developed world. In general, talented young graduates have a wide choice of opportunities, but employees feel the effects of a tight recruitment market. Nowadays, the expectations of a young and talented workforce, who would like to enter the labour market, are changing. They know that learning does not end when they begin a job, so they would like to find a workplace which supports their growth and development. Moreover, it is more and more important for the younger generations to work for an organization that aligns with own values, and not only for receiving a pay check.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Canada's Top Employers for Young People is an editorial competition organized by the Canada's Top 100 Employers project that was first published in 2002. The employers on the list are the nation's best workplaces and programs for young people just starting their careers, they are Canada's leaders in attracting and retaining young talent to their organizations. The competition is run by Mediacorp Canada Inc. with The Globe and Mail as an editorial partner.

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Employers who have their head offices or principal places of business in Canada can apply to the competition. Applicants are based on several criteria and the programs they must use to attract and retain younger workers:

- benefits such as tuition assistance and the availability of co-op or work-study programs,
- mentorship and training programs, including benefits such as bonuses paid when employees complete certain courses or professional designations,
- career management programs, looking for initiatives that can assist younger workers advance faster in the organization.

On the competition's webpage there is detailed information about the employers: more stories and photos, as well as reasons for selection. It provides an insider view on what they have to offer, showcasing their most progressive and innovative HR initiatives.

BENEFITS OF THE INTERVENTION

This year's winners created over 56,000 job opportunities in Canada for students and new graduates last year (in summer employment, co-op placements and paid

internships). They hired over 19,000 new graduates for full-time positions in Canada last year. Furthermore, these employers offer valuable benefits (e.g., flexible work hours and telecommuting) and support ongoing training and development to help young people advance in their careers (e.g., tuition subsidies and bonuses).

The advantages of this initiative are twofold, because both young talent and Canada's employers can benefit from it. Young talent is supported to find the right fit with an organization considering several aspects. While the winning employers can enjoy a competitive advantage of attracting and recruiting top young talent in a tight labour market.

SOURCE OF INFORMATION

https://www.canadastop100.com/young_people/



8.3 USA

8.3.1 CLEVELAND COUNTY'S TALENT RECRUITMENT CAMPAIGN

LOCATION: CLEVELAND COUNTY, USA

POPULATION: 97 947

PLACE	WORK	LIFE	ATTRACTION
Mobility	Quality jobs, functioning labour market	Housing	Unique image, marketing, communication
Parks and green spaces	Business environment and ecosystem	Quality public services	Welcoming talent
Buildings and public spaces	HR development, education, lifelong learning	Recreation, cultural offer	Attracting investors

THE PROBLEM THE GOOD PRACTICE ADDRESSES

In 2016, Cleveland County Economic Development Partnership (CCEDP) and various local stakeholders discussed the topic of talent recruitment. Local manufacturers expressed the issues they faced about the lack of workers. Based on research conducted among manufacturers in the region, it turned out that there are thousands of vacancies which are about to increase further due to an expected high rate of retirement.

SHORT DESCRIPTION OF THE INTERVENTIONS IMPLEMENTED

Therefore, the CCEDP and government officials, education leaders, and community partners decided to create a talent attraction campaign as an answer to the defined challenge. Based on the agreement, manufacturing companies took the lead. The manufacturing task force decided to apply DMAIC (Define, Measure, Analyse, Improve, and Control) methodology, which was a familiar tool for them. In frames of the analysis, it was revealed that most of the manufacturing companies use rudimentary recruitment strategies (e.g., advertisement in newspapers).

To support them, CCEDP developed a toolkit of creative hiring practices. The talent attraction campaign included the development of a website called Charlotte's Backyard, plus marketing actions and video

production. The campaign had three main messages: good jobs, a low cost of living and a perfect location. The target group was those millennials who lived in the nearby area and commuted far. The Charlotte's Backyard web page provides information for talent that would like to live and work in Cleveland County. One can find details about accommodation, education and healthcare opportunities; employers, the manufacturing industry in the county, skill development possibilities; free time activities, community programs; and available jobs. The campaign was implemented with the involvement and financial support from the CCEDP board and the manufacturers of the county. The total cost of the program was around 170,000 USD.

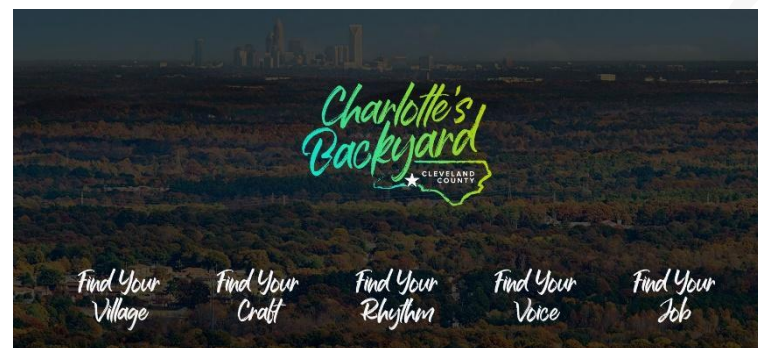
BENEFITS OF THE INTERVENTION

Among the benefits of this initiative, it should be mentioned that decision-makers involved stakeholders from the planning phase, so the output is answering the manufacturer's real needs. Manufacturing companies now possess an eye-catching, innovative tool for talent recruitment. Talented people who live in Cleveland County or in the nearby area have a clear idea of what their future can look like, which skills they need to improve, where they can live, spend their free time, contribute to the life of the community, etc. It makes it easier for them to settle in the county and/or imagine working and living there in their future.

SOURCE OF INFORMATION

<https://charlottesbackyardnc.com/>

<https://www.creativeedc.com/cleveland-countys-talent-recruitment-campaign/>



9 SUMMARY

This Good practice catalogue was prepared in the frames of the Danube TalentMagnet project – “Improved Institutional Capacities and New Multilevel Governance for Talent Attraction and Retention in the Danube Region” – which addresses major societal challenges caused by the outmigration of highly-educated young people, primarily from small and medium sized towns in the Danube Region. The TalentMagnet project aims to strengthen multilevel governance, improve institutional capacities to reduce the outmigration of talented young individuals and to create practical tools to attract and retain talent – tailored to the specific needs of small and medium sized cities. In the framework of the TalentMagnet project, several contents are developed in the field of talent attraction and retention.

Listed in this Good practice catalogue are 40 good practices from the project partner countries, 9 good practices from the non-project partner European countries and 3 good practices from non-European countries.

As a conclusion it can be stated that the document served its aim to be an idea-book for cities, stakeholders and the wider public. Interested readers can find a diverse collection of good practices, covering different categories and types. Good practices can be found not only for cities, but also for regions, countries and organisations.