



**Brandenburg
Internationalisation Strategy**

Impressum

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Referat Presse- und Öffentlichkeitsarbeit

Heinrich-Mann-Allee 107

14473 Potsdam

Tel.: (0331) 866-3003

Fax: (0331) 866-3083

E-Mail: presse@mdj.brandenburg.de

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LGB (Landesvermessung und Geoabasisinformation Brandenburg)

Please note:

As a result of the regional elections of September 2014, competences and names of some Ministries have changed:

The Ministry of Justice (MdJ) now is the Ministry of Justice, European Affairs and Consumer Protection (MdJEV); the Ministry for Economic and European Affairs (MWE) now is the Ministry for Economics and Energy (MWE); the Ministry of Environment, Health and Consumer Protection (MUGV) now is the Ministry of Rural Development, Environment and Agriculture (MLUL); the Ministry of Infrastructure and Rural Development (MIL) now is the Ministry of Infrastructure and Planning (MIL); the Ministry of Labour, Social Affairs, Family and Women (MASF) now is the Ministry of Labour, Social Affairs, Health, Family and Women (MASGF) and the Ministry of the Interior (MI) now is the Ministry of the Interior and Local Government (MIK).

Brandenburg

Internationalisation Strategy

Forword



Dear Reader,

In the past few years, global challenges have become more pressing and the world around us has been changing faster than ever. As a result we need to constantly adapt to new around us. The ability to cope with these rapid and profound global changes and to act in a purposeful manner in an international context is an essential prerequisite for securing Brandenburg's future.

The Internationalisation Strategy aims at making Brandenburg better capable of acting in an international context, and to make it globally more attractive and more competitive. At the same time this strategy is to contribute to fostering a more widespread cosmopolitan outlook and an atmosphere of tolerance in the region.

The Internationalisation Strategy has been compiled by all departments of the Brandenburg Government. It includes both an orientation on outside contacts (international relations) and an inward perspective aimed at improving the social and administrative conditions for external action in Brandenburg. Consequently, the term "internationalisation" refers to both these aspects.

The strategy includes three fields of action, each of which includes a description of the initial situation and an overview of the steps taken so far. Moreover, it identifies needs for further action to be defined and implemented in the course of the coming years. At the same time, the strategy is not intended to be a rigid matrix within which people are to act but rather a process that will develop over time and adjust to the situation at hand. It is but our capability to adapt to changes that will enable us to meet the challenges we are facing in the future.

Sincerely yours

A handwritten signature in blue ink, appearing to read 'H. Markov'.

Dr. Helmuth Markov
Minister of Justice, European Affairs and Consumer Protection

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Initial situation and goals

Brandenburg's* commitment to peace and justice that has been stipulated in its constitution of 1992, This includes the will to pursue friendly relations with other nations, especially with neighbouring Poland, to foster European integration, and to act responsibly towards the „One World“. These imperatives have shaped policy-making in Brandenburg. Global challenges have become more pressing since then. Climate change is advancing and requires ever more urgently that we deal with questions relating to sustainable development. While the population in Asia and Africa is rapidly increasing, vast regions in Europe are facing progressively ageing and decreasing populations. The Internet and other modern means of information and communication have effectively made the world „smaller“. Development and interlinking of the global economy have advanced tremendously, however huge gains in wealth are often accompanied by a growing chasm between the rich and the poor. Regions are competing internationally as business locations and as places to live (for skilled personnel and their families).

The economic and financial crisis has made conditions for sustainable development on a global scale even more unstable, caused a shift of the political and economic balance of power in the world and made it clear that the EU and the European regions must improve their ability to compete. These rapid and profound global processes of change also strain the political and social bond within the EU and its member states. At the same time, the general situation of radical changes offers great opportunities for development to those regions which understand to adapt to these developments early. To utilize the resulting chances, to minimize the risks and to maintain social cohesion, international developments must be considered early on and constantly be reviewed for potential conclusions to be drawn by politicians. This also requires a coordinated approach which includes both an orientation on outside contacts (international relations) and an inward perspective aimed at improving the social and administrative conditions for external action in Brandenburg. The term „internationalisation“ will refer to both these aspects

below. Internationalisation often takes place in various policy contexts in Brandenburg and includes social, economic, ecological, and demographic aspects of European integration. Cultural policy matters have to be given greater consideration within the desired interdisciplinary action.

In view of the intensifying international competitive environment, the European Union has developed its Europe 2020 strategy to strengthen the competitiveness of the Union, its member states and regions. This challenge also affects Brandenburg, which is – so far successfully – going through a catching-up process. Internationalisation is an essential prerequisite for securing Brandenburg's future. Internationalisation therefore is a management responsibility across all departments and disciplines.

The internationalisation strategy aims at making Brandenburg better capable of acting in an international context, and to make it globally more attractive and more competitive. At the same time, this strategy is to help develop a more widespread cosmopolitan outlook and an atmosphere of tolerance in the region. The strategy includes three fields of action:

Field of action 1: Bundling the state's international contacts

- Geographic orientation. partnerships and spaces for cooperation
- Thematic networks, cooperation and contacts

Field of action 2: Strengthening Brandenburg's capacity to act in international environment

- Improving the organization and the capacities of the regional administration
- Developing and improving thematic internationalisation strategies
- Improving foreign language skills, intercultural competence, and international mobility

Field of action 3: Making Brandenburg more attractive internationally

- Increase appeal, enhance integration, create a welcoming atmosphere
- Improve Brandenburg's image and its international marketing

The strategy describes the initial situation and gives an overview of the steps taken so far. It identifies needs for further action to be defined and implemented in the course of the coming years. The internationalisation strategy is not intended to be a rigid matrix within which the people are to act but rather a process that will develop over time and adjust to the situation at hand.

Cooperation with neighbouring Berlin is manifold, and Berlin's high international visibility is of great importance for the internationalisation of Brandenburg and should be taken into account at all times.

Brandenburg is one of the 16 states (in German: Länder) of the Federal Republic of Germany. As a federated state, Brandenburg has a Parliament, a Government and its own legislative competencies. Brandenburg is also a European region. In order to distinguish it from the federal Government, the term "region" is frequently used in this document.



Field of action 1: Bundling international contacts

Brandenburg adopted a constitution (Landesverfassung, LV) in 1992. The preamble of this document refers to the goal to “fashion the Land Brandenburg as an active member of the Federal Republic of Germany in a uniting Europe and in the One World”. According to Article 2 para. 1 LV, Brandenburg is “a free, social and democratic Land, governed by the rule of law, committed to peace and justice and to the protection of the natural environment and culture, which strives to cooperate with other peoples, in particular with its Polish neighbours (...)” The constitution is thus based on an internationally oriented concept. Brandenburg’s commitment to peace and justice includes the will to pursue friendly relations with other nations, especially with neighbouring Poland, to foster European integration, and to act responsibly towards the „One World“. These imperatives have shaped policy-making in Brandenburg.

Brandenburg cultivates partnerships with various European regions and beyond. Brandenburg is present in international, mostly European networks, it carries on a dialogue

with international partners and pursues exchange in numerous political and social areas. This effort continues at community level in the form of a large number of partnerships between cities and schools and numerous contacts with non-government organizations (e.g. in the field of European and developmental policy). These international contacts and cooperative relations constitute a valuable platform for intensifying collaboration in politics, business, culture, science and education as well as in many other areas.

The competitive situation and the limited resources of the region require concentration on specific geographical areas for cooperation (see 1.1 below) on the one hand and – outside these priority areas for cooperation – better cultivation of our external contacts that arise from specific policy-related working contexts (see 1.2).

1.1 Geographic focus: partnerships and spaces for cooperation

1.1.1 Initial situation

The main focus of Brandenburg's international relations is on Poland. This is due to the mandate stipulated in the regional constitution, geographic proximity, joint history and shared interests. Brandenburg has partnership agreements with the Lubuskie (Lubusz Land), Zachodniopomorskie (Western Pomerania), Wielkopolskie (Greater Poland), Mazowieckie (Mazovia), and Podlaskie voivodeships. There is also close cooperation with Dolnośląskie voivodeship (Lower Silesia). The Prime Minister acts as the coordinator of the Federal Government for German-Polish intersocietal and cross-border cooperation¹. The work of the Euro-regions of Pomerania, Pro-Europe Viadrina, and Spree-Neisse-Bober is of particular significance for the cooperation between Brandenburg and Poland in the border region. It is reinforced by a long tradition of German-Polish cooperation in implementing the INTERREG² programmes. Brandenburg contributes actively in the German-Polish intergovernmental commission for regional and cross-border cooperation and holds the German co-chairmanship in its committee for cross-border cooperation. The spectrum of contacts at district, voivodeship, regional or national level is as wide as the spectrum of cooperation at municipal and non-government level, as the 2012 report by the Ministry of Economic and European Affairs (MWE) on German/Polish cooperation shows³. The joint work in bi-national and bi- or multilateral bodies, the contacts in partnering voivodeships, cross-border cooperation supported by the INTERREG A programmes and the Oder partnership are priority activities in Brandenburg. In addition, all departments of the regional government have their own professional contacts in Poland. There is cooperation in environmental and consumer

protection, training and addiction prevention, disaster protection and police work, in health care and welfare, sports, among courts and prosecutors' offices, scientific and cultural facilities⁴ as well as in the fields of business, labour, transport, agriculture, and regional planning. The Brandenburg government also contracted so-called partnership coordinators in Wielkopolskie (Greater Poland), Dolnośląskie (Lower Silesia) and in the Romanian region of Centru and has established a liaison office for Zachodniopomorskie (Western Pomerania) in Szczecin last year.

The region has further partnerships based on agreements, most of all with Île de France in France, the Japanese Saitama Prefecture, the Moscow District, and with Kaliningrad. Ties between Brandenburg and Russia are marked by further contacts at federal, regional, and municipal level in the fields of research, science, education, the arts and culture, and between NGO's⁵. The Prime Minister chairs the German-Russian Friendship Group of the Federal Council (Bundesrat), which underlines Brandenburg's commitment to German-Russian relations. Brandenburg has also good relations with other countries and regions in Central and Eastern Europe, last but not least because they share a common history and culture. These relations contribute to European integration and are in the overall German and European interest.

The Baltic Sea Region has increasingly proved to be an important space for cooperation and political reference. Brandenburg's interest in the Baltic Sea Region is on the one hand aimed at subjects such as innovation, academic cooperation, development corridors, and demographic change, on the other hand on a catalogue of political values (on social cohesion, modernity, and innovation) in Europe and (inter-) cultural exchange. Another connection are similar cultural, po-



litical, and historical roots. The growing interest in coming closer to the Baltic Sea Region is visible, for example, in numerous political visits at government and parliamentary level. Noteworthy in this context are the trips by the Minister for Economic and European Affairs and representatives of many companies to Finland, Norway and Sweden in 2012 and 2013, which dealt with questions of market development and cooperation in research, development, and innovation. Partners from Brandenburg also take an active part in projects under the Baltic Sea Region INTERREG B programme. Young athletes from the State of Brandenburg participate regularly in the "Baltic Sea Youth Games"⁶. Much attention is being given to the extension of a north-south development corridor. The Berlin-Brandenburg Joint State Planning Department (GL) has been working together with the departments of transportation of Berlin and Brandenburg and other public administrations since 2006/2007 on a strategy to promote a development corridor supported by all Eastern German states that stretches

from Scandinavia through the Eastern German states, with the German capital region as an important hub, down to the Mediterranean (Scandinavian-Adriatic Corridor for Innovation and Growth: SCANDRIA[®] Corridor). The development of the corridor has initiated numerous cooperative relations between Brandenburg and players from the regions involved.

Programme area



 **Interreg**
Baltic Sea Region



1.1.2 Further action

Brandenburg's commitment to peace and justice, to cooperation with neighbouring Poland, to European integration, and to its responsibility towards the „One World“ shall continue to shape policy-making in Brandenburg. However, taking into account intensified global competition, greater emphasis needs to be placed on the following items:

- Cooperation with the Republic of Poland and regional partnerships with voivodeships remain at the centre of the external contacts of Brandenburg due to their special importance. Brandenburg cooperates in binational bodies such as the committees for inter-regional cooperation, for cross-border cooperation, for cooperation in education and for regional planning of the German-Polish Intergovernmental Commission for Regional and Cross-border Cooperation, the International Commission for Protecting the River Oder (IKSO), the German-Polish Boundary Water Commission, and the Oder Partnership network. The main goal to be pursued in these joint endeavours is to develop the region along the Oder and Neisse rivers as a functional space perceived as such beyond its regional borders, with the help of the European Structural Funds and other funding sources. It is generally envisaged to improve networking and coordination with respect of our many contacts with Poland. This could open up synergy potentials that are currently untapped. At the same time, the large number of contacts requires prioritization to be pursued by all departments. Cooperative relations should in particular be used to act jointly in European politics. Cooperation with other countries and regions in Central and Eastern Europe and with the Russian Federation is to be developed further, taking into account general and subject-specific political needs;
- Brandenburg will continue to develop closer relations with the Baltic Sea Region. The main topics in this respect include so-

cial and technological innovation⁷, (green) transportation and development corridors, services for the public in thinly populated areas, and questions of forming political values. The goal is, in coordination with the northern German Länder, to intensify cooperation with Baltic Sea cooperation bodies, especially as part of the EU Baltic Sea strategy. We will also look into potential joint action with Poland. In the medium term, the goal is to identify regions and facilities for focused cooperation in the areas mentioned above. The SCANDRIA project will be continued as a strategic basis for cooperation. This is to establish the Berlin-Brandenburg metropolitan region as a central hub in three main European transport corridors that links the north-south and east-west axes, and to stabilize it as a major anchor of the Baltic Sea Region in Central Europe⁸.

1.2 Thematic networks, cooperation and contacts

1.2.1 Initial situation

The development of outside contacts has increasingly spawned cooperative relations in international and European networks, which strengthen the ability of Brandenburg facilities to act in these contexts. These include the Capital Cities and Regions Network (CCRN)⁹, the Demographic Change Regions Network (DCRN)¹⁰, which was co-founded by Brandenburg, the Network of European Metropolitan Regions (METREX)¹¹, the Airport Regions Conference (ARC)¹², the German-Austrian town planning network URBAN¹³, Capital Regions for Cinema (CRC)¹⁴, the European Chemical Regions Network (ECRN)¹⁵, the Network of European Regions Using Space Technologies (NEREUS)¹⁶ and the Network of European Entrepreneurial Regions (EER)¹⁷. Special mention should be given to the Enterprise Europe Network (EEN) that links roughly 100 regional consor-

tia in approx. 60 countries in Europe and the world¹⁸ and has developed into an important driver of internationalisation and innovation in Berlin and Brandenburg.

A multitude of international cooperation projects at various professional levels and in various fields supplements partnerships, spaces for cooperation and networks. The State Chancellery supports the Genshagen Foundation and makes an important contribution to promoting German-French-Polish cooperation within the framework of the “Weimar Triangle”. In addition, the Ministry for Education, Youth and Sports (MBSJ) cooperates with Northern Ireland in holding summer language courses for teachers. It also cooperates with Académie de Rennes in France in the field of education. The Ministry for the Environment, Health and Consumer Protection (MUGV) cooperates in the field of veterinary services and food inspection with Latvian veterinary authorities, and the Ministry of the Interior (MI) cooperates with the former Yugoslav Republic of Macedonia (FYROM) in matters of internal security. There are also individual thematic contacts with other OECD member states and emerging economies in Asia, South America and Africa.

In the academic field, there are numerous cooperation projects of non-university research institutions. The eight Brandenburg universities and universities of applied science alone have entered into 114 strategic partnerships in 41 countries. This ensures long-term joint research projects, exchange of students and teachers, and the development and operation of joint study courses, with a focus on targeted geographic regions and research topics.

Below the regional government level, public authorities and facilities maintain numerous international contacts, for example, the Brandenburg Economic Development Board GmbH (ZAB), Mediaboard Berlin-Brandenburg

GmbH, or the Brandenburg State Office for Mining, Geology and Raw Materials, which cooperates closely with Polish partner authorities. The big cultural foundations also have partners all over the world. The Brandenburg Memorial Sites Foundation cultivates contacts with memorials in other European countries and with foreign youth and victims associations. The Prussian Castles and Gardens Foundation Berlin-Brandenburg works on joint projects with other dynastic castle museums and parks in France (Versailles), the Netherlands (House Doorn) and Russia (St. Petersburg). Various projects with Israel are carried out with a strong involvement of the State Institute for Schools and Media (LISUM) and enhance education in democracy, tolerance, and taking a stand against anti-Semitism. The European Sports Academy of the State of Brandenburg, the board of trustees of which is chaired by MBSJ, makes a major contribution to international cooperation with its European partners in the field of sports.

1.2.2 Further action

The external contacts have to be subjected in a more systematic manner than before to thematic political or interdisciplinary priorities, as it is already practised to a large extent with Poland (see item 1 above).

- Subject-oriented cooperation with institutions in the EU, OECD and emerging economies in Asia, South America and Africa should be expanded systematically.
- Contacts established in recent years, mainly as a result of trips by the Prime Minister and other members of the regional government to Western and Northern European countries (Scandinavia, France, the Netherlands, Austria and Switzerland) and to Israel, but also to the United States and Canada, South Africa and China should be intensified with a focus on the economy, science, cultural and environmental poli-

cies and other thematic contexts with the goal of strengthening the competitiveness of Brandenburg.

The primary objective in this respect is

- early inclusion of international aspects and framework conditions in state politics¹⁹;
- utilisation of international experience for shaping the state's policy;
- strong representation of the state's interests at European and international level;
- active positioning of the State of Brandenburg in European and international networks (see field of action 2);
- Cooperation should at the same time contribute to sustainable development of the partner countries wherever this is useful and possible.

Thematic internationalisation strategies come into play here as well (see 2.2).



Field of action 2: Strengthening Brandenburg's capacity to act in international environment

Bundling of external contacts and stronger coordination with subject-related objectives must be accompanied by organizational measures and by providing the required resources in the state administration (2.1) and the (further) development of strategies and packages of measures for political areas that are particularly affected by internationalisation (2.2). It is also required to improve foreign language skills, intercultural competence and international mobility (2.3).

2.1 Improving the organization and the capacities of regional administration

2.1.1 Defining responsibilities for internationalisation clearly

2.1.1.1 Initial situation

Successful internationalisation is imperative for Brandenburg's ability to compete internationally and therefore for its future viability. But international aspects, Europeanisation and internationalisation are only manifested sporadically in the regional administration.

The Ministry for Economic and European Affairs has a department called "European, International Affairs", which also includes Brandenburg's representation at the European Union in Brussels*. The State Chancellery has an "International Affairs" division, the Ministry for Infrastructure and Agriculture (MIL) has a "European Regional Planning" group in the Joint State Planning Department (GL) and a unit responsible for coordinating international affairs in its General Policy Department. The Ministry for Science, Research and Culture (MWKF) has created a section for international affairs and EU matters and placed it at management level. The Ministry for the Environment, Health and Consumer Protection (MUGV) has an International Cooperation group in its management which uses multipliers in each department and in the State Office for the Environment, Health and Consumer Protection to ensure efficient internal processing at subject level.

2.1.1.2 Further action

Political attention given to international matters must be strengthened, responsibilities must be defined more clearly, and activities in the international field must be better coordinated to improve the efficiency of political action in the state.

- Internationalisation must be made a management responsibility in all departments.
- The horizontal task of “international affairs/internationalisation” must become an integral part of “mandatory responsibilities” of the departments, and they must keep the required resources on hand;
- All departments will nominate contact persons for the international affairs/internationalisation topic – which are to include EU-relevant topics according to Art. 2 of the Joint Rules of Procedure (GGO) – and these contacts will ensure in-house coordination and the flow of information into the State Chancellery, the MWE and other affected departments. These organizational units

will be clearly shown in the organizational chart. This will ensure

- an improved flow of information within the state administration (see 2.1.2) and
- coordinated action at European and international levels.

2.1.2 Improving information about international affairs (trips/foreign guests)

2.1.2.1 Initial situation

Since international affairs involve many players and are characterized by diversity, a controlled flow of information within and between departments is very important. The Prime Minister represents the state and defines the guidelines of the state’s foreign relations. He is informed before members of the state government talk to representatives of foreign governments at home and abroad, including official talks with ambassadors. The depart-





ments are included in the preparation of trips abroad by the Prime Minister and the Minister for Economic and European Affairs (MWE) and in their talks with international guests, they are informed about results and asked for implementation where required. Otherwise, mutual information about visits by foreign guests and results of such visits is only given when circumstances require. The MWE keeps a record of the status of Brandenburg's relationships with other countries in the form of country reports that are included in information sheets issued to the departments. However, international activities at political and working level are sometimes not sufficiently transparent to all parts of the state administration.

International delegations visiting the German capital, Berlin, are frequently looking for other contacts at regional level and often wish to have talks with officials in Brandenburg because it is close by. This is a strategic advantage for potential cooperation and Brandenburg's international visibility, but it also entails a considerable additional administrative effort.

2.1.2.2 Further action

All relevant departments must be informed promptly to achieve better synergy effects of international relations. More action is therefore required to improve the flow of information on international affairs.

- The interests of (other) departments will be included as much as possible in trips abroad by the Prime Minister and line ministers²⁰;
- The departments will report planned international activities one month in advance (level of ministers and secretaries of state) including any planned conclusions of agreements and visits at EU institutions for the agenda of the meeting of department heads (to be dealt with under A.O.B.); the meeting of department heads will discuss these items if another department indicates such need in advance. The same procedure will be applied to reporting the results after such trips abroad;
- All departments and any facilities that may be affected will be informed in advance about visits by foreign guests and the topics to be discussed with them;
- The great interest of foreign delegations is

- Regular meetings of contact persons of the various government departments on external contacts and matters of internationalisation will be established, and the current meetings of Poland/CEE contact persons will be integrated in it. The meetings of officers for EU affairs will remain unaffected.

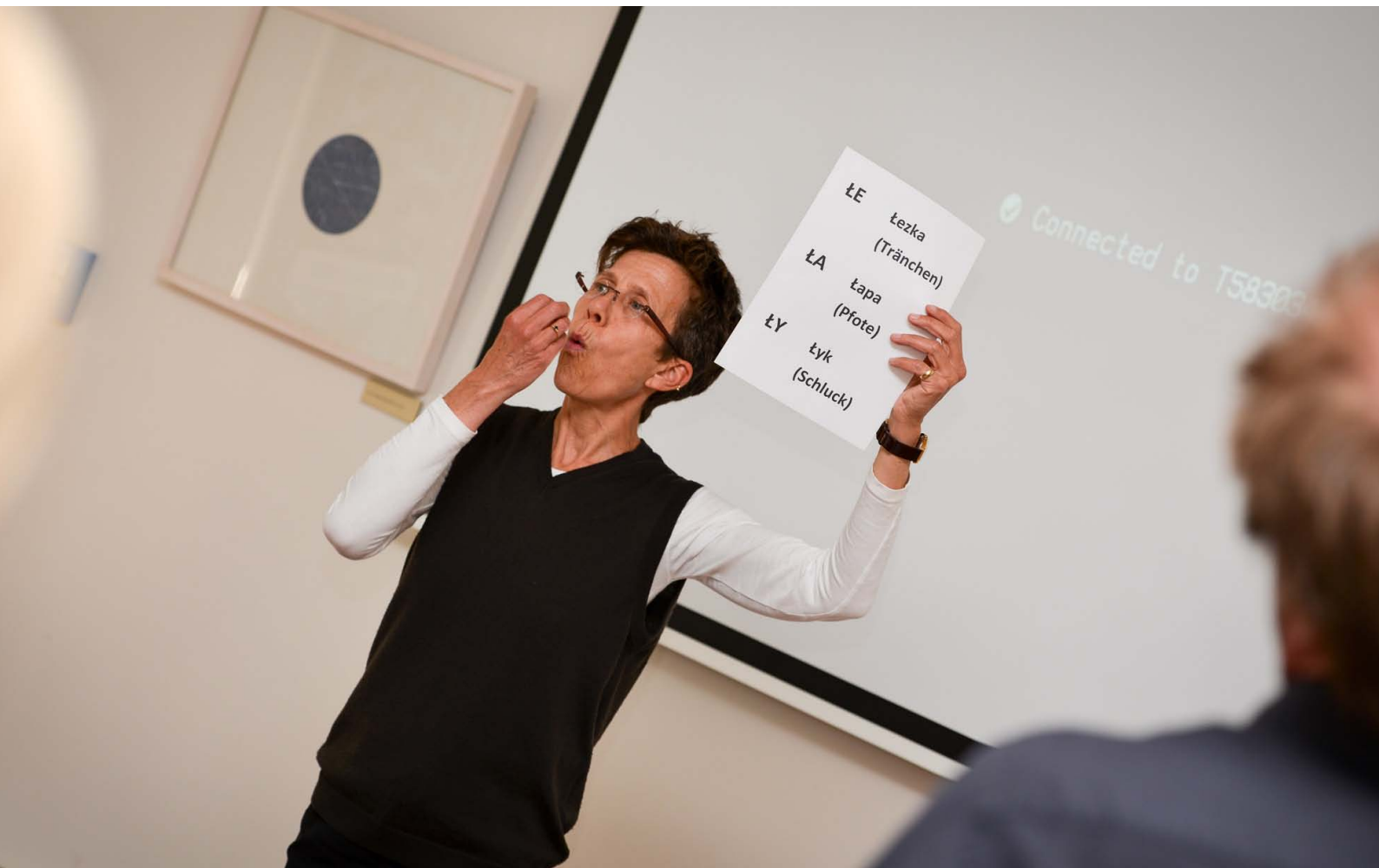
2.1.3 Increasing presence in international bodies

2.1.3.1 Initial situation

Representatives of Brandenburg contribute to the work of international conferences and bodies at political and specialist level mainly, though not exclusively, at European level or at national level with a European relevance. For example, Brandenburg had the chair of the Conference of Ministers for European Affairs of German Länder in 2013, which was used to advance the topic of a more socially

to be utilized better by focusing on topics and regions that are important to Brandenburg, early information of affected parties, and more efficient care for these guests. In the medium term, a position will be created in the department responsible for European and international affairs that will be available to all departments and state facilities and provide information and logistic support to the hosting institution;

- The possible creation of an information system that records existing international contacts will be looked into – if possible by using existing systems²¹. Such a system will allow fast information about existing external contacts;
- In addition, the state's representation in Brussels will increasingly be used for cultivating bilateral contacts with other European regions to support specialist administrations in Brandenburg;



oriented Europe. The Prime Minister acts as the coordinator of German-Polish intersocietal and cross-border cooperation and is the chairman of the German-Russian Friendship Group of the Federal Council²². The Minister for Education, Youth and Sports (MBS) represents the German Länder in the EU Council of Ministers of Education; the State Secretary of MBS is a member of the German-Polish Youth Council, a body of the German-Polish Youth Network (DPJW), where he represents the Standing Conference of (German) Ministers of Education (KMK). The State Secretary of the Ministry for Science, Research and Culture (MFWK) is co-chairman of the Commission for European and International Affairs (EuKiA)²³ of the KMK (the Standing Conference of the Länder Ministers of Education). The Minister for the Environment, Health and Consumer Protection represents the State of Brandenburg in the German-Polish Council of Environmental Advisors. Brandenburg uses its membership in the Committee of the Regions (CoR) of the EU to influence decisions by the EU, like for example in conjunction with the own-initiative opinion on the financial transaction tax in 2012. Furthermore, representatives of Brandenburg work at specialist and political level in various EU bodies especially with a mandate from the Federal Council, but also in the OECD.

2.1.3.2 Further action

- A stronger presence of Brandenburg in the CoR provides a good starting position for pursuing Brandenburg's concerns more emphatically at European level.
- We also examine which measures are suitable to strengthen the presence of Brandenburg's representatives at international fora and bodies at political and working levels and how they contribute more to the work of these institutions.

2.1.4 Improving foreign language skills and intercultural competence in the state administration²⁴

2.1.4.1 Initial situation

There are not enough employees in the state administration who have a solid command of the English and – in view of cross-border working contexts – the Polish language. This is a deficit, in particular at the level of department heads and desk officers, especially in departments that are more involved in international work than others. Since the state budget needs to be further consolidated, this problem can only be solved sporadically by hiring new employees. There is a limited amount of courses offered by the Brandenburg State Academy of Public Administration (LAKöV) and the Federal Language Office, and there are courses offered in-house to improve the foreign language skills of state administration employees and downstream sections. In addition, some departments are using courses offered by private or public language schools for further training purposes. The state government decided to strengthen the state administration's fitness for European Affairs in 2013 and to create additional offers for continuing training of its employees, including language courses.

2.1.4.2 Further action

Other measures for improving foreign language skills and intercultural competence of the employees in state offices and facilities are required.

- Deployment of the scarce human resources must be optimized by
 - establishing which areas of work and positions in each department increasingly involve international activities and will therefore need more employees who have language skills;
 - collecting information given voluntarily about existing language skills²⁵ and intercultural skills as well as knowledge of

DO YOU SPEAK ENGLISH?

- international (subject-related) politics;
- giving greater priority to relevant qualifications when hiring new employees for positions where these are necessary.
- Good English language skills should be considered a desired qualification for all new hires in the interest of versatility, at least in the regional ministries.
- Foreign language skills and experience gained abroad should be a stronger factor to be favourably considered in personnel development. The state administration also aims at greater cultural and ethnic diversity among employees²⁶;
- Implementation of measures adopted in 2013 to strengthen the fitness for European affairs, including the mobility of employees of the regional administration and supplementary action²⁷:
 - expansion of the state's own offer of qualification courses and professional events on subjects relevant to European politics and internationally relevant subjects;
 - offers aimed at improving language skills and intercultural competence;
 - improvement of the general conditions for sending public servants to the European Commission and to represent Branden-

burg at the EU and other international organizations²⁸.

2.1.5 Utilising EU Structural and Investment Funds and other EU programmes

2.1.5.1 Initial situation

The European Investment and Structural Funds²⁹ and other EU programmes, such as the Research Framework Programme, have been used to a limited extent only for Europeanisation/internationalisation purposes. In the 2007–2013 funding period, internationalisation of small and medium-sized enterprises (SMEs) was funded from the Operational Programme (OP) for the ERDF and transnational labour market-related exchange of experience was funded from the ESF-OP. Some transnational LEADER³⁰ projects are funded from EAFRD. In addition, projects of cross-border cooperation with Poland are funded under INTERREG IV A, and interregional and transnational projects are funded from INTERREG IV B (especially in the Baltic Sea Region) and IV C³¹.

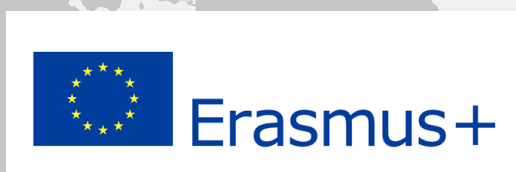
In view of the fact that international activities should focus more on specific policy areas

(see field of action 1.2), but also with a view to the declining funds of the European Structural and Investment Funds, the importance of other EU programmes centrally managed at European or sometimes at national level (e.g. Erasmus+³², Horizon 2020³³, COSME³⁴, LIFE³⁵, CEF³⁶) is increasing.

2.1.5.2 Further action

The European Structural and Investment Funds should be used to a greater extent than before for internationalisation activities.

- As part of the preparations for the new EU funding period from 2014–2020, internationalisation will be integrated as a priority cross-sectional responsibility into the Operational Programmes and the Rural Development Programme (RDP) – based on the priorities set by the state government in October 2012, especially by:
 - opening up the OPs for cooperation with other European project partners³⁷;
 - identifying individual projects, e.g. in the field of foreign trade and investment, and internationalisation of the clusters;
 - Integration of internationalisation as an object eligible for funding in suitable funding guidelines of the state government³⁸;
 - Promoting the use of the OPs and funding guidelines for implementing the internationalisation strategy among potential applicants and project sponsors;
 - The INTERREG-A, B and EUROPE³⁹ programmes will be targeted for use as drivers for the internalisation process in general and specifically for developing thematic outside contacts;
 - Brandenburg will increase its participation in other EU programmes centrally managed at European or at national level (e.g. Erasmus+, Horizon 2020, COSME, LIFE, CEF) and use these to develop subject-related outside contacts, especially with European partners. This requires in particular:



- information and support directed at potential applicants;
- where required, fast provision of co-funding as early as in the application phase. A respective revision of the funding guidelines for INTERREG B and INTERREG EUROPE is being prepared.

2.2 Thematic internationalisation strategies

There are some areas in which Brandenburg and the individuals and facilities acting on behalf of it are particularly affected by international developments and international competition. While the relevant outside contacts are typically integrated in subject-related working contexts, the ability of the affected individuals and facilities to act in an international environment requires a particular boost. This applies to the internationalisation of regional SMEs and to scientific and research facilities, but also to other fields of politics. Integrated strategies such as the foreign trade concept must be developed further or new concepts and packages of measures must be worked out.

2.2.1 Initial situation

The foreign trade concept of Brandenburg has been continually renewed since 1999, and its funding tools aim at increased internationalisation of Brandenburg's SMEs, while it also increasingly supports the internationalisation of the clusters as part of implementing the joint innovation strategy with Berlin, innoBB⁴⁰ and the cluster strategy of Brandenburg. Foreign trade has become a main engine for growth in Germany and in Brandenburg in the past few years. Foreign trade⁴¹ has developed well in Brandenburg, compared to the first few years after the state was founded. The export quota was 23 percent in 2012 (federal average: 41.4 percent). For comparison: The statistics for the State of Brandenburg only showed 5.5 percent for

the year 1992, when the federal average was 22.4 percent. The Report on the Evaluation of the 2008 Foreign Trade Concept⁴² issued by the Ministry for Economic and European Affairs in 2013⁴³ shows that foreign trade was the main engine for growth for enterprises in the manufacturing sector. However, a considerable portion of the export gains is shared by a few big companies. Apart from these big companies, Brandenburg's economy is less internationalized than the economies of other German Länder, and the SMEs do not make sufficient use of the opportunities for development and growth resulting from developing international markets.

The joint innovation strategy of Brandenburg and Berlin and Brandenburg's cluster strategy are primarily aimed at strengthening cooperation among enterprises, between enterprises and scientific institutions, and among clusters for the purposes of research, development, and innovation. In the final analysis, both foreign trade and cluster internationalisation directly or indirectly aim at enabling Brandenburg's SMEs to join the global economic value chains with new or improved products.

Non-university research in the state must generally be fit to prevail in international competition and is necessarily international, simply because of topics such as astrophysics, nutrition, or climate change. Projects range from cooperation in vegetable research of the Leibniz Institute for Vegetable and Ornamental Plant Cultivation with Kenya to the instrumentation of large telescopes in the United States, in Spain, and in Chile of the Leibniz Institute for Astrophysics in Potsdam.

The universities are also becoming increasingly international. This is due to internationally linked research activities and participation in large-scale global projects. Furthermore, the 114 strategic partnerships of eight universities

with facilities in 41 countries (in addition to numerous Erasmus partnerships), integrated international courses of study with currently 60 double degree agreements with foreign universities (16 alone with Poland), and consistent pursuing of the Internationalisation at Home concept as well as a large number of foreign students contribute decisively to this international character.

The number of foreign students has multiplied from 1,226 (6.3 %) in 1995 to 6,860 (13.6 % of 50,334) in 2014. The students come from more than 130 countries, the number of international employees in scientific and art disciplines is 582. This development means a considerable need for adjustment for the universities, their partners, and the communities and local businesses.

The universities have adopted internationalisation strategies and keep developing them. The trailblazer in this respect was the Brandenburg Technical University (BTU) Cottbus, now BTU Cottbus-Senftenberg, which has subjected to the “Internationalisation of Universities” audit as early as in 2010⁴⁴. Five out of the eight universities in Brandenburg have joined the National Code of Conduct Regarding Foreign Students at German Universities, which is to provide the best care possible for foreign students and teachers. Other steps have been taken to advance the internationalisation process at universities, e.g. implementation of diversity management.

Increasing internationalisation at universities is a target of university development planning until 2025 and an integral part of the agreements concluded between the state and individual universities. It is also important to support activities aimed at attracting foreign students and scholars, to diminish mobility obstacles, to increase the number of integrated international courses of study, and to utilise international learning and teaching



experience as a basis for new strategic partnerships with facilities abroad and for joint research projects. Legislation must be adopted that allows equal access to universities for foreign students. "BRAIN"⁴⁵ – the Brandenburg Research Academy and International Network was launched as a pilot project sponsored by the regional government and the EU that is aimed at letting highly qualified international post-doctoral researchers teach and research at Brandenburg universities for two years.

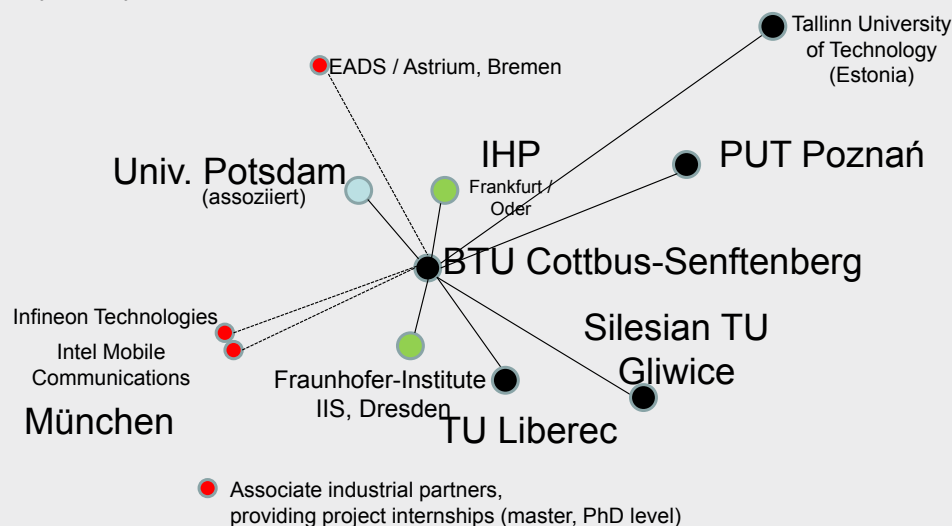
However, close cooperation of universities and non-university research centres will also be important for success in the international academic competition. This task is addressed, for example, by Potsdam's Pearls research network, which was converted into a foundation in 2011. It is a network of Potsdam University and 19 non-university research facilities from the research landscape around Potsdam. The objective pursued by Pearls is to improve the visibility of the Brandenburg research landscape through joint international location marketing, to recruit young and top researchers, to obtain access to funding for smaller institutions, and to

broker and cultivate international contacts in cooperation with regional clusters and SMEs, international universities and other academic institutions.

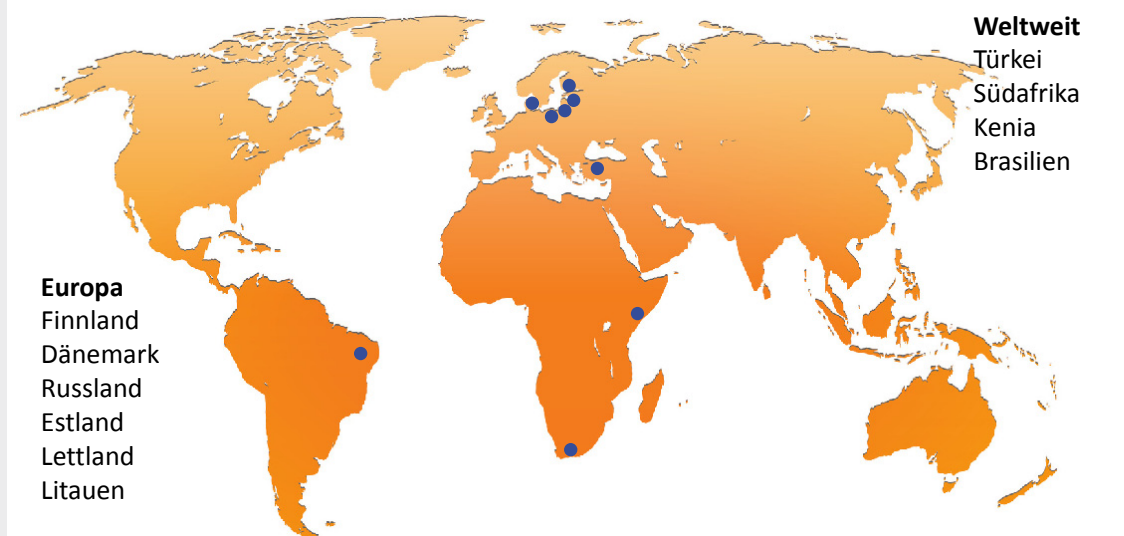
Cultural projects with international participation and appeal, such as theatres, festivals, and orchestras play an important part in increasing the visibility of the State of Brandenburg and its international appeal and contribute to a high quality of life and international mobility.

The "Development Policy Guidelines of the State Government" were adopted at the end of May, 2012 with the participation of those active in Brandenburg's development policy. These guidelines contain the commitment of the state government to its responsibility for development policy issues. Brandenburg exercises its shared responsibility for the sustainable development of the One World as a contributing player in international communication. For example, the Ministry for Science, Research and Culture (MWKF) cooperates with Pernambuco, Brazil, in the fields of culture, preservation of historic monuments and science, and with Georgia/Adzharia in the

Beispiel für ein thematisches Partnerschaftsnetzwerk „Dependable Cyber Physical Systems“



Entwicklung neuer strategischer Partnerschaften



fields of culture and higher learning. The work of non-government organizations is also receiving ongoing support. The guidelines and the measures determined in them have been taken into account ahead of implementing the state's sustainability strategy of May 2014 that was being prepared, especially with respect to ways in which Brandenburg's international relations can contribute to more solidarity and stability in the One World⁴⁶.

2.2.2 Further action

The need for international action becomes more and more apparent in many areas of Brandenburg's politics. Brandenburg must take this situation better into account than before by:

- Revising the foreign trade concept⁴⁷ of 2008 towards an internationalisation concept for Brandenburg's economy. It is to go beyond the classic promotion of foreign trade and include the internationalisation of the clusters, promotion of international direct investment, recruitment of international skilled personnel and internationalisation of the support provided for start-ups⁴⁸;
- Advancing internationalisation in science and research through supporting activities of universities and research institutions with strategic political activities on the part of Brandenburg:

- Supporting the universities in the implementation of their internationalisation strategies;
- Using the universities as examples for working out internationalisation strategies at other facilities;
- Further development of internationalisation efforts for young researchers together with the universities and non-university research institutions, especially with a view to attracting more foreign scientists;
- Support of Brandenburg's universities and SMEs when they apply for projects funded from EU programmes that are centrally managed at European and national level, such as Horizon 2020 or COSME;
- Increased attraction and recruitment of young foreign scientists;
- Cultural policy matters have to be given greater consideration within the desired international interdisciplinary action. Cultural projects with an international appeal should be increasingly viewed as interdisciplinary responsibilities for which joint solutions must be developed;
- Consistent and continuous support of the development policy guidelines mentioned above and further coordination between



the two cross-sectional strategies for sustainable development and internationalisation when adding details and putting them into practice;

- Departments should check if and for which other topics, in their field of responsibility or across departments, concepts or packages of measures should be worked out under an internationalisation aspect.

When developing external contacts and extending thematic cooperation, collaboration with Berlin should be sought and the joint presentation as German Capital Region should be continued and extended wherever possible.

2.3 Foreign language skills, intercultural competence, and international mobility, also outside the regional administration

Foreign language skills, at least in English, but often also in another foreign language, are required for acting in international working contexts, including outside the regional administration. The goal is to improve foreign language skills and intercultural competence

at all levels (2.3.1) including strengthening of international mobility, especially when it comes to schools and young people (2.3.2)⁴⁹.

2.3.1 Improving foreign language skills and intercultural competence

2.3.1.1 Initial situation

Successful internationalisation requires solid, in-depth foreign language competence of the people in Brandenburg, especially in English. Learning Polish as the language of our neighbours is important as well. Solid language skills require qualified, high-quality foreign language teaching at schools.

There are some offers regarding the improvement of foreign language competence at schools, first of all, foreign language training for teachers. There is a summer course for improving the command of English, which is offered in cooperation with Northern Ireland, there are teacher exchange programmes and programmes for sitting in on classes.

Few schools offer bilingual classes. The language of instruction at BBIS Berlin Bran-

denburg International School GmbH in Kleinmachnow⁵⁰ is English. Some subjects are taught in English at some schools, such as Helmholtz Gymnasium in Potsdam.

In vocational training, the “Enhancement of qualified training in the integrated system” (Förderung von qualifizierter Ausbildung im Verbundsystem – PAV) programme includes potential funding for foreign language teaching as an additional qualification for trainees at Brandenburg SMEs.

The adult education centres (Volkshochschulen, VHS) are the largest providers of foreign language courses in adult education nationwide. In 2012, they held more than 2300 courses comprising more than 70,000 lessons and 20,000 participants.

It is first of all a task of companies and their employees themselves to improve their language skills in increasingly international industries (including tourism), above all in English. However, Brandenburg still provides additional support for the acquisition of foreign language skills⁵¹. For example, continuing foreign language training in the current EU funding period is funded from the ESF-Operational Programme based on the region’s continuing education guideline (Weiterbildungsrichtlinie).

The “International services package” offers more targeted support for small and medium-sized enterprises. It allows investment in an international market orientation. Training their employees in foreign languages is just one of many possibilities. Partial funding may also be provided for country-specific preparatory courses, e.g. for extending to foreign markets or for hiring and retaining qualified university professionals. By providing such funding, Brandenburg also aims at improving the rather weak export orientation of its companies.

2.3.1.2 Further action

The foreign language skills of Brandenburg’s people are in need of considerable improvement, especially with respect to school students in English and continuing training of teachers. This requires:

- Further improvement of the language skills of the existing teachers;
- Wherever possible, more native speakers should be involved in foreign language teaching, for example as assistant teachers;
- When hiring new employees, more attention should be given to existing practice-tested language skills;
- The creation or extension of bilingual classes should be encouraged in as many core regional growth centres as possible;
- Wherever possible, kindergartens should make it possible for children to meet people who speak other languages and come from other cultures;
- Further training courses in foreign languages and intercultural competence should be extended and more effectively advertised among Brandenburg businesses.



2.3.2 International mobility

Periods abroad, (student) exchange programmes and international (youth) meetings provide good opportunities for acquiring language and intercultural skills.

2.3.2.1 Initial situation

The degree of international mobility in Brandenburg varies. The so called "Ländercheck", a comparative analysis of different aspects of academic institutions in Germany published by the Association of German Academic Foundations (Stifterverband der deutschen Wissenschaft)⁵² in June 2012 shows Brandenburg universities in the top group of internationalisation endeavours among the German Länder: "(...) the extensive use of the Erasmus programmes among both incoming and outgoing students and lecturers is remarkable"⁵³.

While the mobility of students at universities and universities of applied sciences in Brandenburg is fairly high compared to the rest of the nation and the EU, international mobility in vocational education and training is less prominent. Only about two percent of all ap-

prentices in Brandenburg have international experience gained during their initial vocational training⁵⁴. But international experience is ever more frequently a requirement in increasingly internationalised fields of activity and job markets. School partnerships, student exchange and youth meetings of the most varied kind can provide a major impulse to further advance in this direction. Student exchange programmes are not only important for learning foreign languages, but they also promote a student's willingness to deal with other cultures early on.

School partnerships, including student exchange have traditionally been the backbone of international orientation at school level. They motivate students to learn foreign languages and acquire intercultural skills. In the 2011/12 school year, 335 of about 930 schools recorded had a total of 737 partnerships with schools abroad in 60 different countries. 250 partnerships exist with Polish, about 100 with French, and just under 50 with British schools. Other important partners are the Scandinavian countries (20 each with Finland and Sweden). Global learning is also

encouraged in Brandenburg by a number of school partnerships with the southern hemisphere, i.e. partnerships in Africa, Asia, and Latin America. These partnerships are with educational facilities in Mozambique, Tanzania, Senegal, Kenya, India, Costa Rica, Gambia, South Africa, and Chile.

Student exchange programmes or stays abroad for students, mostly organized by private sponsors, and student and youth meetings sponsored by the region play an important part in various initiatives and programmes⁵⁵. For example, 256 schools held 767 student meetings as part of international school partnerships in the 2011/12 school year, about half of which were held in Brandenburg, the other half abroad, and which included 8,500 students from Brandenburg and about the same number of foreign students.

Far more than 600 publicly sponsored international youth meetings (focus countries: Poland, France, Russia, and Israel) with several thousand participating young people from Brandenburg were held in 2012 alone. Young people from Brandenburg can also benefit from binational organizations such as the German-Polish Youth Office and the German-French Youth Office. In the process of implementing the EU youth strategy⁵⁶ in Brandenburg, encouragement of cross-border mobility of young people has considerably climbed in rank, both at regional level as well as in districts and cities.

Efforts to achieve more mobility in vocational education and training have been focusing on strengthening the existing programmes and measures of the EU in Brandenburg and on supplementing them with region-specific





approaches where required⁵⁷. In order to extend the respective competences, the EURES⁵⁸ consultants at the job agencies can now also be reached via the skilled personnel portal of LASA GmbH, which was recently integrated into ZAB. The ESF-sponsored “Vocational Training without Borders” network of consultants specifically focuses on the situation of trainees and young skilled workers. Brandenburg’s chambers of industry and commerce and chambers of trade employ mobility consultants who support SMEs and trainees in the organization of internships and stays abroad. Mobility projects are sponsored through the “Azubi-Mobil” project of the project company of the Frankfurt (Oder) Chamber of Industry and Commerce. Since 2009, about 295 young residents of Brandenburg have completed internships and stays abroad and used the opportunity to gain practical training and work experience in a European company. Brandenburg also supports its SMEs with funds from the ESF. The Internet platform EUP⁵⁹ was established for vocational schools and can be used by Brandenburg teachers to obtain information about the EU/internationalisation professional task. There are other projects, for example the option to intensify trainee periods abroad with the help of town-twinning agreements, work in projects beyond Brandenburg (using existing networks, e.g. in Lower Saxony, Bavaria, Berlin) and the extension of individual student counselling on traineeships abroad with the help of mobility consultants of the chambers.

2.3.2.2 Further action

The following measures must be taken to further increase the international mobility of school students and young people:

- Consolidate and extend existing cooperative relations;
- Improve framework conditions for stays abroad of students, e.g. through improved information;

- Expand international student meetings and youth exchange by
 - advertising the existing EU programmes (Erasmus+), especially in rural regions and regions away from Berlin
- e.g. by promoting international, intercultural and virtual youth meetings (e.g. via eTwinning);
- Further increasing the publicity of development policy cooperation;
 - Check if or how this can be achieved by on-site advertising and counselling, e.g. by mobility consultants in cooperation with the Eurodesk contact points that exist in Brandenburg (IJAB – International Youth Service⁶⁰);
- Support exchanges of teachers and teacher students;
- Utilization of existing EU programmes and measures for internationalisation in vocational training (to be supplemented where necessary by Brandenburg-specific requirements and funding);
- Strengthening of the intercultural competence of teachers and students.



Field of action 3: Make Brandenburg more attractive internationally

In view of advancing globalisation, Brandenburg must improve its appeal to international investors, skilled workers, students, and tourists.

Improving Brandenburg's attractiveness for skilled workers, including skilled workers from abroad, is particularly urgent. The unsatisfied demand for skilled personnel in Brandenburg for 2012 is estimated at 54,000 workers⁶¹. For the period from 2010 to 2030, the population of working age is expected to decline by 28 % or 460,000 people⁶². The percentage of Brandenburg residents with a migration background is about as low as in other Eastern German Länder⁶³. At the same time, Brandenburg benefits less than the Western German Länder from immigration. In the past few years, immigration alone has kept the annual net migration positive, but Brandenburg holds the second worst place together with Saxony at 21.8 % of immigrants who remain in Brandenburg after Saxony Anhalt (8.7 %) ⁶⁴. The required mobilization of the primarily domestic workforce potentials will probably not be sufficient to cover the deficits. This me-

ans that Brandenburg needs immigrants and must become more appealing in the outside perception and more tolerant and cosmopolitan from inside. Recruiting skilled personnel with international experience, including people from abroad, is currently fairly pronounced in the service sector (nursing, healthcare) and in research and development, but it will become increasingly important for the stabilization of Brandenburg as a business location and its chances for further economic development in general.

Brandenburg must compete for immigrants with other federal Länder and countries that often have a better economic situation. Therefore Brandenburg needs to improve the relevant framework conditions internally (3.1), and to improve its presentation to the outside world (3.2).

3.1 Increasing attractiveness, enhance integration, create a welcoming atmosphere

3.1.1 Initial situation

What makes a region attractive includes natural and economic conditions (e.g. the wage level), which we will not discuss here, the laws and administrative regulations governing living and working, and the integration of immigrants into society. This also includes the needs of those who were sent here as employees of multinational companies or scientific institutions and who are not planning to immigrate but just stay temporarily for a few years. A cosmopolitan outlook, curiosity for foreign countries and their people, a welcoming atmosphere and friendly reception of newcomers is of tantamount importance in this respect. The “Enhancement of qualified training in the integrated system” programme (PAV) includes an option to support the teaching of key compe-

tences in intercultural topics and tolerance in company-based training.

The best possible integration of immigrants, regardless of their nationality, is an important goal of the Brandenburg government. Early on the office of an Integration Commissioner was established. In 2002 the government worked out a regional integration concept (1st update in 2005) with a comprehensive catalogue of measures. A revised integration concept for the State of Brandenburg was adopted in March 2014.

A cosmopolitan Brandenburg with a welcoming atmosphere⁶⁵ and recognition and appreciation of diversity will be appealing to talents, enterprises or other institutions from abroad. This also applies vice versa: If Brandenburg becomes more attractive in international eyes and a cosmopolitan atmosphere emerges, the quality of life of all Brandenburg



residents will improve. The task to develop a welcoming atmosphere is a responsibility of the region but likewise of the municipalities, enterprises and society in general, albeit in different ways. On the one hand, people arriving in Brandenburg have a need for orientation (often before they arrive)⁶⁶ with respect to questions like working, living, school, healthcare, services for the public, taxes, etc.. They need to feel accepted, welcome and at home in the new environment. On the other hand the local people sometimes need help to overcome insecurities they may have with respect to foreigners and to accept the people who newly arrive in Brandenburg as welcome members at work, in the neighbourhood and in the community.

A new quality of interdisciplinary action is developing in the field of cultural education. It promotes a cosmopolitan outlook, curiosity, critical faculties and tolerance beyond the arts and the creative process, thereby providing unbiased access to other cultures.

Manifold initiatives and activities were carried out in the past few years at regional and municipal level in the field of intercultural opening of society. These measures are accompanied by a determined fight against anti-Semitism, xenophobia and violence. An example is the Tolerant Brandenburg⁶⁷ concept for action by the Brandenburg government. It should be noted, however, that the broad commitment of social forces of enterprises, trade unions, churches, citizens' alliances and numerous initiatives is often ahead of governmental activities.

3.1.2 Further action

A change in perspective as well as a number of practical measures are required to increase Brandenburg's appeal and ability to retain immigrants and people with international experience:

- Improvement of measures for the integration of immigrants living in Brandenburg, which are contained in the regional integration concept⁶⁸ and increased use of the potential of immigrants living here, especially with respect to recruiting urgently needed skilled workers and to international networking;
- Appreciate the importance of immigration authorities, which often are the first points of contact for immigrants and make a first impression, by strengthening a welcoming and accepting atmosphere⁶⁹;
- Improvement of services for new arrivals in Brandenburg⁷⁰, who do not have sufficient German language skills and knowledge of German life, and for immigrants who for various reasons are planning to stay in Brandenburg for a limited time only (e.g. students, researchers, skilled and management personnel sent in from a foreign company);
- Support of enterprises and trade unions in the integration of foreign skilled workers in their operations. Brandenburg will develop consulting services for such an "internal" internationalisation of enterprises. It is also required to integrate these people into local life outside their jobs⁷¹;
- Communities will be supported in creating a welcoming atmosphere among the local population, especially in locations where more dynamic immigration is expected;
- Support of communities in improving services for these people, e.g. by
 - using multilingual information sheets and application forms⁷²;
 - hiring personnel who speak foreign languages
- Brandenburg should examine – in coordination with the social and economic partners - if it should develop a set of measures aimed at attracting urgently needed skilled workers and professionals e.g. from the nursing and healthcare sector, the tourism sector, and as the case may be any other industries.



- Continued support of initiatives at federal level aimed at any appropriate further opening of regulations for immigration for a more targeted migration policy⁷³. At the same time, utilization of the leeway provided in federal law by appropriate stipulations for the work of immigration authorities;
- Utilisation of experience gained by the Brandenburg-Lubuskie cross-border German-Polish working group, which studies the issue of retaining skilled personnel in the region and discusses suitable strategies with the goal to develop a single labour market in the Polish-German border region.

3.2 Improving Brandenburg's image and the way the region markets itself

3.2.1 Initial situation

The visibility and the image of the region abroad are important elements of its international appeal. International tourism and location marketing, exports and film subsidy as well as manifold events – especially cultural events⁷⁴ – abroad, especially in Brussels, contribute to Brandenburg image abroad. International events held in Brandenburg, such as the Festival of Eastern European Film in

Cottbus or the International Music Festival in Potsdam Sanssouci enhance international visibility much like sports events, especially top performances by Brandenburg athletes or major international championships, e.g. on the Beetzsee regatta course near Brandenburg on the Havel⁷⁵.

In terms of concept work, the state government has dealt with the image aspect primarily in conjunction with tourism, for example in working out a state tourism concept⁷⁶. It should be noted, however, that all measures aimed at improving the international visibility of Brandenburg should take the disproportionately higher popularity of Berlin into account⁷⁷.

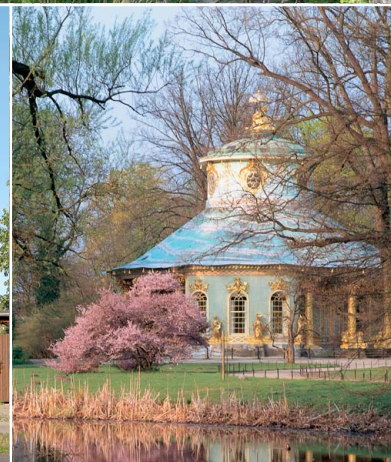
The state government has made an increased effort to use the potential of the Internet for creating international visibility and to improve the foreign-language web pages of the State of Brandenburg.

Individual government departments offer professional information in English or Polish and some other languages on their homepages. In addition, some departments are creating suitable publications in English and Polish and some other languages.

The economics ministry (MWE) has developed a bilingual information system (German-English) for attracting investors that was released under the name Brandenburg Business Guide (BBG) in December 2013 and is managed by the Brandenburg Economic Development Board GmbH (ZAB). The BBG is a free cluster-oriented information system on industries and locations aimed at presenting Brandenburg as a business location on the Internet. The primary target group of BBG are enterprises, investors, and institutional users. The portal will be linked to Berlin's offers for the purposes of joint supraregional marketing of the German capital region⁷⁸. The web portal www.innobb.de advertises the German capital region as a joint innovation location and the joint clusters in German and English. The website www.innovatives-brandenburg.de includes additional links to detailed web pages about the other four clusters of Brandenburg.

The skilled workers portal originally set up by LASA and now managed by ZAB on skilled personnel, remigration from and immigration to Brandenburg is continually updated and new content is added. The portal, which also includes a welcome centre in Polish and English lets companies enter their job offers and attract new employees for free, but currently only in German. At the same time, it advertises the State of Brandenburg. It focuses not so much on hard but rather on soft location factors, which are critical for selecting a place of work. An extensive public relations campaign is under way, e.g. by placing advertisements, to increase the publicity of the portal⁷⁹.

Tourism Marketing Brandenburg GmbH (TMB) has revised its German-language website www.reiseland-brandenburg.de and translated major portions into English⁸⁰. The central website for market development abroad can be found at www.brandenburgtourism.com

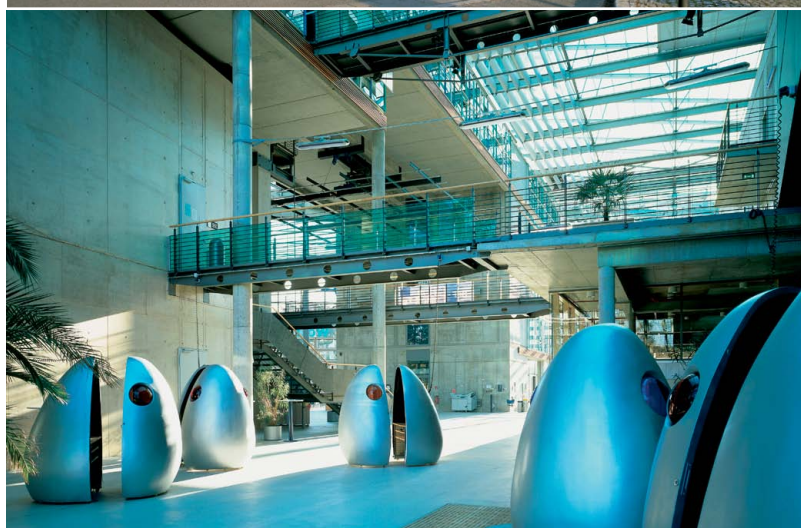


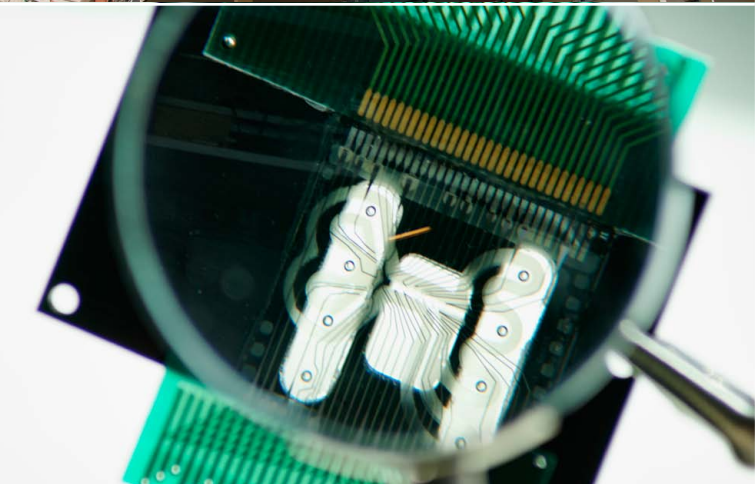
and is addressed to end consumers and business partners alike. Parts of the most important databases⁸¹ have been translated. The existing independent foreign language versions in Dutch, Polish, Danish, Swedish, and Czech are operated as micro sites on the foreign-language web pages of the German Tourism Board (DZT) at www.germany.travel.de.

The TMB was able to increase the number of foreign guests disproportionately in recent years. This is based on a branding process that supports internationalisation, increasingly also in other fields of politics.

The Point of single contact for the federal State Brandenburg (EAPBbg) has been offering information on conditions to be met for starting a service activity in Brandenburg since 2009 via the portal <https://eap.brandenburg.de/web/sbb/startseite> based on the EU Services Directive and the Brandenburg Point of Single Contact Act. The portal is also available in a Polish and English language version.

The state portal www.brandenburg.de includes some English content. A Polish-language version is operated at www.brandenburgia.pl. The appearance of the state portal www.brandenburg.de is currently revised. A new page in English will be included as a sub-portal of www.brandenburg.de.





3.2.2 Further action

In view of sporadic visibility and the corresponding perception of the outside world, it is important to improve the state's international appeal and to make Brandenburg better known abroad through:

- Establishing a new access portal in English that is emotionally appealing to visitors and that will integrate as much as possible of the existing international information offered by TMB, EAPBbg, and ZAB, etc.
- In the medium term, creation of a status analysis based on existing information and advertising media for working out an integrated communication strategy with an international orientation, which is to improve the region's image abroad and to have an acceptance-enhancing effect within the region;
- International events held in the German Capital Region and especially in Brandenburg, including cultural and sports events, are to be used as an opportunity to advertise the region.

The economics ministry (MWE) will investigate if and how Brandenburg's external marketing activities can be more tightly meshed with Berlin.

footnotes

- 1 For more information, see http://www.auswaertiges-amt.de/EN/AAmt/Koordinatoren/D-PL-Koordinator/D-Pol-Koordinator_node.html
- 2 The INTERREG programmes have strands A, B and C and are also listed under the “European Territorial Cooperation” (ETC) funding objective. We will use the more common INTERREG name in this document.
- 3 See Landtag Document 5/3432-B; cross-border cooperation; deepen German-Polish cooperation.
- 4 In 2010, German and Polish universities located in the area of the Oder Partnership issued a declaration in which they committed to “cross-border cooperation in teaching and research as part of their internationalisation efforts in the European university landscape and creating a joint European research area”.
- 5 See Landtag Document 5/7575, Response of the State Government to Major Appellation No. 27: Brandenburg and the states of the former Soviet Union;
- 6 The 9th Youth Games will be held in the city of Brandenburg on the Havel in 2015
- 7 For example, information and communication technologies (ICT) and the creative industries are of great importance due to their leverage effect on all industries and their cross-sectional function in business, but their level of internationalisation is low in international comparison. The international activities of the ICT cluster aim in particular at the Baltic region since Scandinavian players in particular have a high IT affinity, are advanced and internationalized and thus can fulfil a benchmark function for the digital industries in the German capital regions.
- 8 This includes the “SCANDRIA” (Scandinavia – Adriatic), “North-Sea-Baltic” (Amsterdam/Rotterdam – Baltic states/Russia) and “Orient/Mid-East” (Rostock/Hamburg/Bremen – Greece/Turkey/Cyprus)
- 9 For more information (in German only), see http://www.eukn.org/content.jsp?objectId=192438#to_mainmenu
- 10 For more information, see <http://www.dcrn.eu>, (Demographic Change Regions Network)
- 11 For more information, see <http://www.eurometrex.org>
- 12 For more information, see <http://www.airport-regions.org>. The Airport Regions Conference (ARC) is an association of cities and regions in Europe that have an international airport or are located near such an airport
- 13 For more information (in German only), see <http://www.deutscher-verband.org/cms/index.php?id=urban-netzwerk>
- 14 For more information, see <http://www.medienboard.de/WebObjects/Medienboard.woa/wa/CMSshow/2731363>
- 15 For more information, see <http://www.ecrn.net/>
- 16 For more information, see <http://www.nereus-regions.eu>
- 17 For more information, see <http://www.mwe.brandenburg.de/sixcms/detail.php/bb1.c.240994.de>
- 18 For more information (in German only), see <http://www.eu-service-bb.de>; more than 500 regional economic development facilities, chambers of industry and commerce, and technology agencies with a total of 4,000 employees cooperate closely in EEN.
- 19 One example is energy and climate policy, which is strongly shaped by international and European aspects with respect to its actual conditions, its legal framework and target definitions; for more information, see the 2030 Energy Strategy of the State of Brandenburg (in German only)
http://www.energie.brandenburg.de/media/bb1.a.2865.de/Energiestrategie_2030.pdf.
For information in English see http://asiasolarenergyforum.org/wp-content/uploads/2013/11/Edgar-Klose_MIT_Energy-Strategy-2030-Federal-State-of-Brandenburg.pdf;
- 20 This will be based on information available from the contacts mentioned in 2.1.1.2
- 21 Example: the country reports issued by MWE
- 22 For more information (in German only), see http://www.bundesrat.de/nn_8756/DE/gremien-konf/freundschaftsgr/dt-russ/dt-russ-node.html?__nnn=true
- 23 For more information (in German only), see <http://www.kmk.org/internationales/zusammenarbeit-im-rahmen-der-europaeischen-union.html>
- 24 See field of action 2.3 below for the necessary improvement of these skills outside the state administration.
- 25 The State Chancellery is considered a good example; it initiated a survey on foreign language competence of its employees to be able to deploy them effectively in the care for foreign guests
- 26 Article 24 (5) of the Brandenburg Public Ser-

- vants Act as amended on 06/12/2013 contains the employer's duty to enhance diversity in public administration by ensuring an unbiased and appreciative environment and to secure the level of competence required for maintaining and improving diversity among public servants.
- 27 For more information, see Landtag Document 5/7961, European Union, Sending National Experts from Brandenburg to Brussels
- 28 This includes temporary assignments of state administration employees for work in administrations of other countries and regions, especially in Europe.
- 29 The ESI funds in Brandenburg include the European Regional Development Fund (ERDF), the European Social Fund (ESF), the European Agricultural Fund for Rural Development (EAFRD), and the European Sea and Fisheries Fund (ESFF).
- 30 LEADER is a methodological bottom-up approach for regional development under EAFRD, which allows local people to contribute to the shaping of regional processes (<http://www.netzwerk-laendlicher-raum.de/regionen/leader/>).
- 31 INTERREG C was renamed into INTERREG EUROPE at the beginning of 2014.
- 32 Erasmus+ includes the Erasmus, Leonardo da Vinci, Comenius and Grundtvig, Youth in Action, and five international cooperation programmes – Erasmus Mundus, Tempus, Alfa, Edulink and the programme for cooperation with industrialized nations – as well as the new sports programme and the “EU Volunteers for Humanitarian Aid” initiative.
- 33 For more information, see <http://ec.europa.eu/programmes/horizon2020/>
- 34 For more information, see http://ec.europa.eu/research/horizon2020/index_en.cfm; http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm
- 35 <http://ec.europa.eu/environment/life/>
- 36 The Connecting Europe Facility (CEF) is a funding tool to develop the transport, energy, and telecommunications networks within the EU.
- 37 The European Commission will provide an auxiliary tool for finding project partners under the ESF (...)
- 38 Example: ESF-funded directive on continuing education
- 39 see Footnote 31
- 40 For more information, see <http://www.innobb.de/en/Home>
- 41 Share of exports of goods in the gross domestic product
- 42 The foreign trade concept was written in 2008
- 43 See Landtag Document 5/5903-B, Foreign trade, step up further development of foreign trade policy – make Brandenburg's enterprises fit for international competition!
- 44 This audit is a project initiated by the German Rectors' Conference (Hochschulrektorenkonferenz, HRK) and sponsored by the Federal Ministry of Education and Research (Bundesministerium für Bildung und Forschung, BMBF). The internationalisation strategy of BTU Cottbus-Senftenberg includes six sets of objectives: Strategic partnership, geographic orientation, attractive location, internationalisation of teaching, international promotion of young researchers and international mobility, and more than 30 measures aimed at implementing these sets of objectives.
- 45 <http://www.mwfk.brandenburg.de/cms/detail.php/bb1.c.351256.de>
- 46 The budget reservation contained in the sustainability strategy applies. For more information (in German only) see http://www.mugv.brandenburg.de/cms/media.php/lbm1.a.3310.de/nachhaltigkeitsstrategie_bb.pdf
- 47 The concept is currently being revised.
- 48 Taking into account, inter alia, the Erasmus for Young Entrepreneurs, <http://www.erasmus-entrepreneurs.eu/index.php?lan=en>, German Silicon Valley Accelerator, <http://www.germanaccelerator.com> Startup Navigator International <http://www.startup-navigator.de/biem-startup-navigator-international/> programmes or pilotage services for migrants (for more information, in German only, see, <http://www.lotsendienst-migranten.de>). Further information concerning the measures for supporting start-ups as part of the Knowledge and Innovation Communities (KICs) of the European Institute of Technology (EIT), like for the climate-KIC (German centre: Potsdam Institute for Climate Impact Research, PIK) can be found at <http://www.climate-kic.org/national-centres/berlin-germany>
- 49 Supporting companies in matters of developing international markets and international innovation cooperation – another area of supporting Brandenburg players in international working relations – has been discussed in field of action 1.
- 50 Students from 60 nations study here.
- 51 Learning Polish as the language of our neighbours is important as well.

- 52 For more information (in German only) see http://www.laendercheck-wissenschaft.de/internationalisierung/bundeslaender_im_detail/brandenburg/index.html
- 53 There are no reliable outgoing statistics. Only the DAAD has statistics about the Erasmus programme (which cover only a part of outgoing students/lecturers), but these are not broken down to federal state level.
- 54 See Landtag Document 5/7181
- 55 E.g. the “Schools: Partners of the Future – PASCH” initiative by the Federal Foreign Office; the German American Partnership Program of the Pedagogical Exchange Service at the Secretariat of the Standing Conference of Ministers of Education (KMK) GAPP; “Brigitte Sauzay” programme of the German-French Youth Network; “Voltaire, German-French short-term exchange“, “School in Polish”; invitation programmes of foreign governments (e.g. Spain); parliamentary sponsorship programme; programmes for award winners, language programmes, etc.
- 56 Council Resolution on the renewed framework for European cooperation in the youth field (2010-2018), Doc. 2009/C 311/01
- 57 See Landtag Document 5/7181, Response of the State Government to Brief Parliamentary Inquiry (Kleine Anfrage) No. 2767, SPD parliamentary group: Vocational training; alliance for strengthening international mobility in vocational training in the State of Brandenburg
- 58 EURES (European Employment Services) is a cooperative network of public employment agencies of the EU and EEA member states (EU member states plus Norway, Iceland and Liechtenstein). It offers the following services: Information, consulting and placement services for employees and employers and citizens in general who wish to exercise their right to free movement.
- 59 For more information (in German only), see <http://www.eu-osz-projektberatung-brandenburg.de/>
- 60 The question if ESF funds can be used for the qualification of skilled youth welfare service workers should be looked into and the good cooperation with Berlin as a close partner should be continued and extended.
- 61 See “Entwicklung von Betrieben und Beschäftigung, Ergebnisse der 17. Welle des Betriebspanels”, p. 72. This study, which was presented in June 2013, was created for the Ministry for Labour, Social Affairs, Women and Family of the State of Brandenburg
- 62 Berlin Brandenburg Office of Statistics;
- 63 According to the 2011 census, the average for the Federal Republic is: 18.7 %, Brandenburg: 4.4 %
- The 2011 integration report only shows values for all Eastern German states together, the average for all Eastern German states is 4.7 %; for more information (in German only), see www.statistik-berlin-brandenburg.de/home/pdf/SP_Integrationsbericht-01-00_DE_2011_DT.pdf and www.destatis.de/DE/Publikationen/Thematisch/Bevoelkerung/MigrationIntegration/Migrationshintergrund2010220117004.pdf?__blob=publicationFile
- 64 For comparison: This quota is 41.9 % in North Rhine-Westphalia
- 65 Like in the state integration concept, the term of a welcoming atmosphere is used comprehensively as a key feature of a cosmopolitan state and of appreciating diversity in society. But the needs of different groups of immigrants are often quite different, e.g. the needs of refugees as compared to the need of management personnel sent from foreign companies (and their families). Despite all their differences, both groups want to feel welcome and accepted in Brandenburg.
- 66 What is essential for recruiting qualified workers – which is the main group of interest here – is the phase before their actual arrival, when it comes to choosing their future place of work. If there is an attractive job offer, but important questions such as foreign language (e.g. English) schooling of their children and job opportunities for their partner cannot be solved satisfactorily, the appeal of the job offer diminishes.
- 67 For more information (in German only), see <http://www.tolerantes.brandenburg.de>, and Landtag Document 5/7317, Right-wing extremism; Fourth report on the implementation of the Tolerant Brandenburg concept for action by the state government
- 68 These are to include, above all, the areas of intercultural opening and a welcoming atmosphere, work against xenophobia and racism, education, career opportunities, healthcare and nursing, a contemporary approach to asylum and refugees, and participation in society; for the further development of the State of Brandenburg by implementing the measures envisaged in the state integration concept. These include

- questions relating to the recognition of foreign vocational qualifications,
 - questions relating to refresher training,
 - questions of recruiting foreign students in the local job market,
 - encouragement of entrepreneurs from a migrant background,
 - improved information of local enterprises about regulations pertaining to foreigners, including start-ups.
- 69 It should also be examined if outsourcing a part of the immigration authority and coupling it with a business-oriented or business-promoting facility is useful and feasible in interested communities – for processing applications under immigration law by investors, skilled workers, and students and at the same time covering other matters (e.g. counselling on specific topics).
- 70 The skilled workers portal with its welcoming centre in German, English and Polish is seeking to attract these people; see field of action 3.2.1
- 71 The Spree-Neisse district provides a good example. A model project has united the Vattenfall corporation, the chamber of trade and the chamber of industry and commerce with housing companies in order to develop solutions for the region. The state government, together with the communities, the economic and social partners involved, will strive to make the results of this and other projects available to other parts of Brandenburg.
- 72 The Frankfurt (O.) immigration authority is a good example. It has a comparatively good budget, which in part goes back to the general decision by the city to see the immigration authority as an important part of the community's integration policy. The employees there have been trained in several intercultural and foreign language courses. In addition, the authority has issued application forms translated into English and has a partially English website to be able to reach more people from a migrant background. The Ministry of the Interior has suggested to other immigration authorities in the country that they also issue such materials and develop multilingual websites to improve the access to information for foreigners.
- 73 In general, the legal provisions pertaining to immigration have a signal effect on potential immigrants that should not be underestimated. International perception of the German regulations is not immigration-friendly.
- 74 For example, the international première of the David Oratorio composed by Carl Gottlieb Reissiger, initiated by the Reissiger Choir of Bad Belzig and performed at Jerusalem's St. Saviours Church.
- 75 e.g. the 2011 Junior World Championship and the 2014 European Canoe Sprint Championships
- 76 For more information (in German only), see http://www.mwe.brandenburg.de/media/bb1.a.2755.de/Landestourismuskonzeption_BB2011bis2015_Kurzfassung.pdf
- 77 The TMB is now using the slogan "Brandenburg – All Around Berlin" in international advertising.
- 78 Berlin and Brandenburg advertise a joint business location under the name "The German Capital Region". Brandenburg is currently negotiating with Berlin. The goal is to establish the Capital Region portal as the umbrella portal.
- 79 The website <http://www.fachkraefteportal-brandenburg.de/en/welcome-center.html> is well established with 98,500 visitors and more than 559,266 page requests (as per: March 2014). The portal was accessed from Poland, England, Austria or Switzerland shortly after its release.
- 80 Due to the wealth of information these databases contain, not all of them have been translated into other languages. Parts can be found on the English web page.
- 81 Accommodation, events and points of interest

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**Ministerium der Justiz und für Europa
und Verbraucherschutz**

Referat Presse- und Öffentlichkeitsarbeit

Heinrich-Mann-Allee 107

14473 Potsdam

Tel.: (0331) 866-3003

Fax: (0331) 866-3083

E-Mail: presse@mdj.brandenburg.de

