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# **INTEGRATED REGIONAL STRATEGY OF BANAT-TRIPLEX CONFINIUM EGTC**

**ACTION PLAN**

**FOR THE IMPLEMENTATION OF THE STRATEGY**



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## **1.1 ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY**

The objective of the following action plan is to set the milestones in the implementation of the strategy and to provide timing to the budgetary period between 2014 and 2022 (n +2). The name ‘action’ derives from the fact that not every planned intervention is a type of a traditional project.

According to the integrated approach the action plan relies on a realisation of projects built on each other and estimates various and different level of financial and human resource contribution. In the first period mainly actions manageable with a relatively small effort are proposed to be realised, which are at the same time necessary for the effective implementation of projects in a later period.

Many of the actions are focused on creating and managing expert groups preparing future developments. On the one hand, these are needed for ensuring that the developments are not completed at a random way but with the guidance and active participation of experts in the area. On the other hand, through the involvement of experts, EGTCs can become a driving force of the development of the border region development, what strengthens its legitimacy, as well. Therefore, it seems appropriate (as a sort of action No. 0) to guarantee an amount from the annual operational financial framework of the EGTC for the creation of a workshop room (interpreting and technical equipment) and to provide interpretation.

Another group of actions represents the professional preparation of specific developments. Since the details of several specific interventions will be identified by respective professional documents, the action plan does not reflect to all development demands in detail, and it also means that, in the light of completed documents the action plan will have to be updated no later than 2017.

## 1.1.1 Integrated, cross-border agglomeration intervention (Agglomeration II)

### 1.1.1.1 Establishment of town planners' future planning workshop

**Aim of the action:** concentration of necessary knowledge for the creation of a polycentric cross-border urban network, presentation of EGTC development needs linked to metropolitan and county it is under shaping; the workshop is a basis of the cluster/network to be created in the future.

#### **Short description of the action**

As part of the action the EGTC addresses professionals of the town planners' future planning workshop, and organises its first meeting. Members to be invited to the workshop:

- leaders responsible for the development of settlements with urban status in the EGTC
- chief architects or urban development specialists of neighbouring cities (Szeged, Hódmezővásárhely, Subotica, Arad, Timișoara)
- the representative of the Hungarian Society for Urban Planning
- representatives of the county-level governments from both Hungarian and Romanian sides
- representatives of higher education institutions in urbanism from neighbouring cities,
- professional organisations in the region.

The workshop will begin its operation on the basis of work plan developed by its members, its main mission is to reveal, organise and develop the relations between larger cities of the region and the EGTC. On one hand, as a result of the workshop, an atmosphere of partnership may evolve between the EGTC and neighbouring larger cities, on the other hand, functions that the EGTC may be able to provide as a cross-border hinterland of those cities may become clear. For this purpose, the ideas of the EGTC have to be somehow reflected in major urban development plans as it is an adequate actor in the metropolitan urban areas.

The workshop's further mission may be the promotion of mutual rapprochement between the cities in question, as well as the foundation of such urban development processes affecting the EGTC cities that substantially improve the functional situation of the particular settlement.

As a result of the action a network/cluster can be created that would coordinate the cooperation in the future.

#### 1.1.1.2 Establishment of a cluster/network in urbanism

**Aim of the action:** Creation of a quasi-institutionalised entity within the EGTC which is able to coordinate the cooperation of the entire urban network in the tri-border area professionally.

#### **Short description of the action**

Depending on the success of the workshop, either a loose network or a cluster of experts, institutions, academic researchers, policy makers interested in urban development, and entrepreneurs will be formed. The more or less institutionalised network will be capable of providing adequate answers to changes induced by the dynamically changing spatial relationships in the next 10 years at urban and agglomeration level, as well. As an urban development interface, the main objective of the cluster will be to help the successful supply of various spatial functions throughout the EGTC during the Serbian accession process. In this context, the cluster is expected to prepare strategic and technical documents that will integrate urban development work on the basis of cross-border cooperation, providing a beneficial solution for everyone.

The cluster may also effectively contribute to the establishment of necessary border crossings and cross-border integration of public transport with the preparation of studies that may prove to be useful in prioritising all necessary interventions.

### 1.1.1.3 Preparation of cross-border infrastructure investments

**Aim of the action:** Preparation of technical plans to cross-border public transport infrastructure development justified by clusters.

#### **Short description of the action**

The development of cross-border infrastructure (except for the level of bicycle routes) is not of a local level competence, the EGTC or local municipalities cannot be responsible for the funding of construction works and maintenance because financial resources are not available at this level. The EGTC however, can be an adequate preparer, developer and maintainer of cross-border bicycle routes and related network elements and infrastructure. In both cases, it can actively participate in the preparation and authorisation of the technical plans. Essentially, the action entails technical preparation of those cross-border transportation infrastructure development plans the merits of which have been justified by previous studies and are concerning the area of EGTC members.

### 1.1.1.4 Establishment of a cross-border public transport platform

**Aim of the action:** establishment of a cross-border public transport platform in cooperation with larger cities in the EGTC region.

#### **Short description of the action**

In parallel with the above mentioned action, authorities of three bordering countries could be brought together to initiate an integrated cross-border public transport system. Within the framework of the action displaying and coordination of joint schedules would take place the first round, which (with the involvement of larger cities) could be followed by the establishment of a joint cross-border ticketing and tariff system. The ultimate aim is to develop an intelligent cross-border passenger information system.

Members of the platform could be the representatives of Hungarian, Romanian and Serbian public transport companies. The action also draws regulatory issues, which can be solved by the EGTC presenting itself as an initiator.

Finally, in parallel with the development of the common tourist destination an EGTC card would be launched that would allow the use of public transport besides tourist attractions and services.

As a result of this action permeability of borders improve, the level of mobility in the EGTC increase, and begins the integration of public transport services that help commutation.

## **1.1.2 Integrated, cross-border agro-innovation and energetic intervention (Agro-climate II)**

### **1.1.2.1 Establishment of a working group on water management**

**Aim of the action:** preparation of the border areas to climate change, ensuring sufficient water resources for agricultural production.

#### **Short description of the action**

In the framework of the action, a working group of professionals will be established to deal with long-term water management issues significant for Hungarian-Romanian-Serbian farmers. Representatives of the region's water management companies and universities, actors involved in the agricultural sector and representatives of the National Irrigation Authority set up in 2014 in Hungary will receive invitation to the working group.

The working group is responsible for recording all activities (from research related to climate change through the preparation of an inventory on irrigation systems to legal and governance issues of cross-border water management) to be dealt with for the prevention of damages deriving from expected water-loss. Not only information related to water management in the three countries can be exchanged within the working group but also the preparation of an integrated water management plan may begin which can be implemented by the professional coordination of the working group in the future.

### 1.1.2.2 Preparation of an integrated water management plan in the tri-border area

**Aim of the action:** preparation of a cross-border integrated water management plan according to the guidance and cooperation of the previously created working group.

#### **Short description of the action**

The future of the region covered by the EGTC is fundamentally dependant on the water-loss expected to be brought about by climate change. In the past decades the level of groundwater has been reduced by 8-10 meters in Homokhátság, which will continue to decrease parallel with the radical decline of runoff of rivers in the territory of the region. Soil conditions in the area however are perfectly suitable for the cultivation of both arable crops or fruits and vegetables. A significant part of the population still works in the agrarian industry. To find solutions to water management issues is essential for their livelihood and the competitiveness of the region as well. Preparations are needed to be made for facing the impacts of climate change. It comprises the creation of a comprehensive water management plan including a wide range of forms of irrigation (use of micro-irrigation methods as well). The preparation of the water management plan is executed as a separate project; its measures can be implemented through separate actions.

### 1.1.2.3 Establishment of a cross-border irrigation infrastructure system

**Aim of the action:** meeting water supply demands threatening the functionality of the agrarian sector in the area of the EGTC.

#### **Short description of the action**

Based on the guidelines of the working group, the construction of the cross-border irrigation system can be launched according to detailed instructions of the water management plan. A significant number of interventions exceed the competence of the EGTC as they suppose significant infrastructural investments. The importance of the establishment of a working group with reconciliation functions lies in the fact that these large public investments are to be materialised in accordance with the regional interests of the EGTC, with the integration of local projects.



In addition to the large investment minor infrastructure improvements are also to be realised with the involvement of member settlements of the EGTC where preparation (planning) and management tasks can be provided by the EGTC itself.

#### 1.1.2.4 Foundation of an agro-innovation working group of experts

**Aim of the action:** foundation of a constantly active working group of experts with the aims of professional preparation and coordination of planned improvements in the agricultural sector within the EGTC area.

##### **Short description of the action**

Agricultural workshops and institutions of high quality operate in the region, without their involvement the EGTC will not be able to carry out agro-climate related interventions. With the establishment of a working group experts from different sides of the border will be able to find their institutionalised way to each other and begin exchanging experiences. Another objective of the working group is the coordination of agricultural innovation activities within the EGTC in order to enable the establishment of a centre.

As a final goal, the working group will be able to develop the concept of a regional product cluster and the necessary logistic background.

The employees of the centre may be selected from the members of the working group.

#### 1.1.2.5 Establishment of an agro-innovation centre

**Aim of the action:** establishment of the EGTC's own agro-innovation centre for the management of related activities and the integration of necessary knowledge for sales organisation.

##### **Short description of the action**

Within the framework of the action an independent institution is created (along with necessary infrastructure) which, combining innovation potential in the region, actively contributes to the establishment of a production structure adaptive to climate change in the



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region, helps farmers obtain necessary knowledge (the launch of a farmer training program), and in the development of a supply chain.

The action is actually an investment, and the accreditation of the EGTC's own independent institution.

### 1.1.2.6 Creation of the BTC local product cluster

**Aim of the action:** development of a cluster helping the coordination of product sales of local farmers.

#### **Short description of the action**

The establishment of a product cluster (possibly producer organisation) is an extremely complex process. On one hand, numbers of local producers, artisans in the area have to be explored with a database prepared. It is also necessary to map existing sales channels (local markets, urban markets, supply chains, shopping communities, unique sales channels) and to analyse them from a territorial approach.

The next step is the formulation of the BTC's local product brand that includes trademark development and marketing, the establishment of alternative sales possibilities along with the assessment of necessary infrastructural, (cold-)storing and processing capacities, and potential market demands (especially regarding public catering).

As part of the action new local markets are designated and the organisation of local markets is initiated thus enabling the creation of an optimal and economic territorial coverage.

Founders of the cluster are local producers, entrepreneurs involved in sales and institutions of the BTC's municipalities. The establishment of a cluster office forms also part of the plans.

#### 1.1.2.7 Establishment of the BTC agrarian logistics centre

**Aim of the action:** establishment of an acquiring, storing and sales infrastructure helping local producers and farmers.

##### **Short description of the action**

The action stands in the establishment of an agrarian logistics centre in the BTC EGTC area. Alike producer organisation the centre will acquire, store (cold store, if necessary), and sell products of local producers. One part of above means public catering in the EGTC area and surrounding cities, another part then international sales; therefore the centre has to be placed on a location with a good accessibility and immediate connections to major international transportation corridors.

Certain services of the centre can be provided on a cooperative principle, for others it is advisable to involve local business stakeholders.

#### 1.1.2.8 Organisation of a professional workshop in energetics

**Aim of the action:** establishment of a constantly active professional discussion forum with the involvement of institutions and experts of businesses interested in the region in the renewable energy sector.

##### **Short description of the action**

The Southern Great Plain including the EGTC area is rich in renewable energy sources, based on which a great number of institutions, businesses and clusters were formed in the last few years with the goal to exploit these potentials. The knowledge base existing at those institutions is a suitable basis for the implementation of cross-border energy program of the BTC EGTC making the area of the grouping a sort of PILOT region. The proposed integrated developments cannot be met without such professional background, and building on existing professional relationships (Hungarian and Romanian) is more advisable than creating new ones.

The workshop is responsible for drawing up an inventory of existing initiatives, the integration of local projects besides the planning and coordination of joint activities. Value-added potential of the workshop does not only stand in the sharing of existing knowledge provided by members but also the opportunity to differentiate between expertise and financing backgrounds linked to particular projects.

#### 1.1.2.9 Creation of the BTC energy agency

**Aim of the action:** Creation and launch of an agency facilitating investments of BTC EGTC members in the field of energetics.

##### **Short description of the action**

The action is essentially an investment: the establishment of an engineering and project design office including demonstration units of necessary solutions in infrastructure and renewable energy engineering. The agency is responsible for preparing the overall energy plan of the EGTC (spatial arrangement assessment of existing energy resources and energy demands in the region, and the adaptation strategy of transition to renewable energy sources in the region, included) besides the preparation and planning of specific, local energy projects, even its management if necessary.

The agency also conducts active awareness-raising activities particularly among the younger generations, for which it is able to utilise the existing demonstration tools in the seat of the agency.

Moreover, its tasks will include recruiting investors in energetics, offering investment opportunities in the field and assisting in the integration of trainings on transition to renewables by involving interested training institutions.

The agency may start its work and activities as the EGTC's own institution, which can be subsequently extended towards the for-profit sector as well.

#### 1.1.2.10 Establishment of an incubation centre for entrepreneurs in energetics

**Aim of the action:** increasing the number of enterprises involved in the energetic renewal, providing conditions for their establishment.

##### **Short description of the action**

The action covers an investment, the construction of an incubation centre which, on one hand (especially in collaboration with the region's university research bases) allows the launch and settlement of renewable energy businesses in the region and provides related (legal, financial, project development, partner recruitment, etc.) services to them. On the other hand, it provides advices on energetics to businesses operating in the EGTC area and organises related information campaigns and international fairs.

The workshop in energetics is an appropriate framework for this activity, providing a direct link between institutions producing professionals and the centre helping the users.

### **1.1.3 A Gateway to the Balkans II**

#### 1.1.3.1 Establishment of the BTC business development centre

**Aim of the action:** development of the management organisation of an investment zone and creation of operating conditions by the exploitation of regional comparative advantages of the tri-border area.

##### **Short description of the action**

The implementation of the action aims to create an organisation presenting the services of the industrial area along the border that secures the 'gateway to the Balkans' role of the EGTC in an integrated way and guiding SMEs in the region to the market. Accordingly, the centre displays and recommends investment opportunities in the border region in a complex way, develops web applications to support their logistics services, organises fairs, as well as

prepares the technical and financial aspects of the region's industrial and logistics developments.

Fundamentally, the business development centre provides services for the direct representatives of the industrial-logistic capacities in the border area, but they can be extended to the whole territory of the EGTC as well. As regards to placement it should be considered whether the investment and enterprise development centre and the business development centre in energetics should be placed side by side, with achieving some level of integration of functions.

#### 1.1.3.2 Development of an investment portal along the border

**Aim of the action:** establishment of a business portal as a one-stop-shop and the maintenance of relations between entrepreneurs.

##### **Short description of the action**

The action covers portal development, including content and functional development. The portal provides information on the related regulation of the three countries and the EU, the necessary requirements for business start-up, terms of taxation, investment opportunities, calls for tenders, supplier opportunities and partnership initiatives.

In order to enable the services within a one-stop-shop every document will be downloadable through the portal which the entrepreneur may need for starting up and operating a business. A medium-term goal is to enable handling office routines by electronic signatures through the portal, thereby appreciably simplifying the process of starting a business.

The portal will be updated on a daily basis by national and regional economic news, so in addition to the development of executive function the portal can facilitate the expansion of business knowledge as well.

### 1.1.3.3 Establishment and management of the Europe Academy

**Aim of the action:** preparation of Serbian SMEs to the EU accession.

#### **Short description of the action**

Serbia is expected to join the EU at the end of this decade or at the beginning of the next. To ensure that the players in border region benefit from the accession process and that Serbian companies are well-prepared to participating in the enlargement process, a training program will be launched within the business development centre by the BTC EGTC. The courses are designed to prepare SMEs for the new regulatory environment, the functioning of the EU internal market and to introduce resources that can be exploited.

In this way, the EGTC thereby make close up Serbian entrepreneurs, and thus enhances the region's competitiveness.

### 1.1.3.4 Preparation for the infrastructure development of industrial and logistics parks

**Aim of the action:** establishment of an investor-friendly environment to industrial and logistics parks within the investment zone along the border.

#### **Short description of the action**

Industrial and logistics parks are neither owned nor operated as rented properties of the EGTC, so their development does not belong to the competence of the grouping. It is an exception if one of the member settlements apport as an asset an area of development into the EGTC.

Given the above, the EGTC can help with the technical preparations of infrastructure developments individually or as a package, in case of the availability of an adequate financial background. The business development centre can take up this task, but in this case, the settlement of the plan ownerships will become a further issue to be addressed.

The action is also feasible in a way that the EGTC (within the limits of ITB) is only responsible for the coordination of the planning process; the establishment of an investor-friendly environment can be assured so.

## 1.1.4 Integrated cross-border cultural innovation intervention (Bartók II)

### 1.1.4.1 Establishment of tourist workshops

**Aim of the action:** establishment and management of tourist workshops linked to the development of a joint tourist destination.

#### **Short description of the action**

In order to enable the creation of a unique BTC brand and its tourist destination management besides drawing up a valid product range, it is important to create workshops for stakeholders in each tourism sector. Such workshops can be created related to fields of wellness and spa tourism, cycling and active tourism, religious, cultural, culinary and rural, eco-tourism and conference tourism. Each workshop is suitable to plan thematic tourist routes in the EGTC, and to facilitate the integration of the regional tourism in collaboration with the TDM organisation.

### 1.1.4.2 Foundation and initiation of the cross-border regional tourist destination management

**Aim of the action:** establishment of an organisation to present and promote BTC EGTC as an organic tourist region.

#### **Short description of the action**

In accordance with international standards, a major tourist destination management organisation project will be carried out involving in its foundation actors of the professional-sectorial workshops. The creation of TDM organisation includes the creation of the office and the launch of regional marketing activities (branding and advertising, offer-making, on-line delivery platforms, CRM, publications, fairs) as well.



#### 1.1.4.3 Foundation of a cluster in health care tourism and medical sciences

**Aim of the action:** integration of services in health tourism and medical sciences, development of a system based on complementary potentials in the EGTC area.

##### **Short description of the action**

One of the major endogenous features of the region is the thermal water base, which is suitable for the treatment of a variety of diseases. There are several spas operating in the EGTC area today, some of which already fulfil even medical tasks. In this field, the region may also present itself along with its services in the international market, which implies the development of brand-building and the development of constructions and packages that assist with making services available. Within the cluster, it is advisable to start with language courses helping communication as well as organising workshops in which medical professionals working in different countries can present the methods they use, thereby strengthening the professional partnership.

Within the framework of the EGTC a cluster can be founded that, by exploiting infrastructure and human capacities of the TDM organisation, may integrate the region's major medical and spa tourism facilities.

#### 1.1.4.4 Development of remote diagnostics system

**Aim of the action:** exchange of information and provision of appropriate therapies between institutions of health tourism and medical institutions.

##### **Short description of the action**

Not all health care spas provide medical services in this region; a crucial part of the health care institutions operates independently from spas. In some cases, diagnosis requires a higher level of expertise, which cannot always be ensured due to the physical distance. This problem can be solved by the EGTC's remote diagnostic system combining major health institutions and spas, due to which treatment can begin based on specific findings and a proper diagnosis.

#### 1.1.4.5 Equipment development in the sector of health care and medical tourism

**Aim of the action:** the improvement of health care tourism and medical services.

##### **Short description of the action**

In order the EGTC be able to provide proper services for visitors, tourists and patients, institutions operating in the area have to be equipped with appropriate diagnostic and therapeutic tools. As it can be assumed from the development of the same brand in other regions, institutions in the cluster need to have an equipment of high quality consistently but also in many fields it has to be of a complementary nature. A coordinated equipment development can dramatically improve the region's perception and strengthen its ability to attract tourists.

#### 1.1.4.6 Development of infrastructure for water tourism in the EGTC area

**Aim of the action:** creating conditions for water tourism.

##### **Short description of the action**

As one part of the action the construction of the previously developed water tourism infrastructure between Makó and Periam will continue along the Maros / Mureş river with new docking facilities as far as the mouth; as another part, construction works of a network along Tisa are to be initiated in Serbian villages of the region; thirdly, parallel to the rehabilitation of the Bega canal and the Bega river, the network of conditions for the development of water tourism will also be created.

Within the framework of the action boathouses and ports are created, the EGTC publishes a joint map for water tourists with an on-line GPS-based version and a network of related service providers is also implemented. Task coordination is the responsibility of the EGTC's TDMO.

#### 1.1.4.7 Development of infrastructure for bicycle tourism in the EGTC area

**Aim of the action:** construction of a bicycle route network for tourist purposes expanding to the entire area of the EGTC.

##### **Short description of the action**

Several individual bicycle routes and development projects are completed or are under construction within the EGTC area. In order to provide possibilities for residents of the surrounding cities to access recreational functions, or to give tourists an opportunity to stay for a longer period, the EGTC should integrate these initiatives and organise them into a comprehensive system. This implies creation of a consultative forum, which can be coordinated by the proposed workshop for bicycle and active tourism; the harmonisation of the different levels of available development plans; the design of an integrated infrastructure (which is not always equal to building new bicycle paths, but the connection of underutilized roads, agriculture, forestry roads, and the flood protection dams); and the prioritisation of development plans. Regarding the latter it is an important aspect to create an accessible route network of the largest possible expansion by connecting individual components to each other.

As part of the action, the construction of several projects has become possible: Ásotthalom-Palić-Subotica; Kelebia-Kelebija-Subotica; Makó-Periam (along the dam); Cenad-Sânnicolau Mare; Timișoara-Zrenjanin (along the dam). The investment is not restricted to the construction of bike routes and their signposting, but the provision of related services (accommodation, catering and maintenance), maps, rest stops as well. It is similarly important that the network provides opportunities for interoperability between different tourism networks (e.g. water and biking, cultural and cycling, medical tourism and cycling, etc.). To achieve this, the development and coordination of the network can also be entrusted with the TDMO.

#### 1.1.4.8 Development of infrastructure for equestrian tourism in the EGTC area

**Aim of the action:** establishment of an equestrian service system in the EGTC.

##### **Short description of the action**

Within the framework of the action routes for equestrian tourist purposes are designated within the region. Equestrian sports and horse riding are becoming increasingly popular recreational activities all around the world. Hungary has an outstanding tradition in this field, based on which (and on the national equestrian program under implementation) a tourism system can be formulated in the EGTC area that is able to offer relaxation for both the population of large surrounding cities and visitors. As the two target groups arrive with different preferences (the ideal length of horse excursions eight days with one day of rest, while the metropolitan population prefers one-day visits to the region), therefore the establishment of such system is proposed that is able to provide two types of service.

For conducting longer horse rides it is necessary to create a route network covering the entire territory of the EGTC along with attached resting places and riding halls providing meals and accommodation set in an adequate distance from each other. In the agglomeration of larger cities it is desirable to create a network of riding halls capable of welcoming visitors for one day.

Operation of the system can become economic for participants if everyone adheres to quality standards and the entrepreneurs are trained continuously. The former factor has to be guaranteed by the TDMO, the latter one can be solved within the framework of the tourism business development action.

#### 1.1.4.9 Development of recreational areas in the settlements of agglomeration areas

**Aim of the action:** development of recreation centres for the sake of leisure of urban population.

##### **Short description of the action**

It is a frequent topic of discussion that, in recent years, integrated urban development initiatives in Eastern Europe primarily equalled to renovating main squares with decorative block pavement; there was no other source of funding, however, and unlike Western European cities main squares in settlements of the former communist bloc were in a deteriorated condition, which decreased also their tourist attractiveness.

Consensus between the two points of view may be brought by such urban development plans within the metropolitan agglomeration ring that involve both the aesthetic rehabilitation of the neighbourhood and the development of services which serve the recreational needs of the metropolitan population. The proposed action of a cluster in urbanism (action No 1.1.1.2) can provide an excellent framework for preparing specific procedures, however most settlements of the EGTC located in the direct vicinity of some of the four major cities may create town districts with an ability of functionality by themselves which can also serve the nearby cities (e.g. leisure parks, event sites, sports facilities, multi-purpose halls, etc.).

The involvement of the cluster in urbanism is important in terms of the financial sustainability of institutions which are significantly influenced by development plans of neighbouring municipalities. It is therefore advised to harmonise plans, and design services with the coordination of the TDMO of the EGTC.

#### 1.1.4.10 Tourist business development program

**Aim of the action:** to ensure a consistently high quality of tourism services in the region.

##### **Short description of the action**

There are currently significant disparities between the levels of tourist services available in the EGTC area. A high degree of integration and the continuous training of operators are key factors to ensure the competitiveness of the region. The course is made up of several specific trainings and study tours, where operators can gain experience in other, more developed regions.

Organisation of the trainings and courses can be solved within the framework of the TDMO.

#### 1.1.4.11 Establishment of the Bartók Centre

**Aim of the action:** establishment of a cultural centre exhibiting the cultural diversity of the region, thus putting of a cultural centre on the map for the rest of the world.

##### **Short description of the action**

The construction of the Bartók Centre would take place in the hometown of the world-famous composer, Nagyszentmiklós (Sânnicolau Mare). The centre will not only be suitable for big international events of classical music (Bartók Festival) but it will accommodate a music school, a creative house (accommodation facilities for artists), and a showroom or museum presenting the traditions of peoples living in the EGTC area. The folk-spirit collection will be available in a researchable form.

Under the action an investment of great value is brought to life and the first Bartók Festival will be held and organised in the new centre.

#### 1.1.4.12 Establishment of a creative industry centre

**Aim of the action:** establishment of an EGTC "Silicon Valley" to assist the development of creative industries and an entrepreneurial background exploiting the diverse cultural traditions.

##### **Short description of the action**

The action covers a multi-phase development program. Its first element is the creation of a creative industry incubation centre. The incubation centre facilitates the launch of spin-off companies involved in the sector (in collaboration with universities in the region), as well as supports the settling down of such companies. Additionally, it also provides services that facilitate the start-up of businesses, and helps these businesses in the region to find each other. The centre also organises a network of related training and educational services and assists with the expansion of the training portfolio proactively.

The incubation centre is to be surrounded by a residential area, which introduces the possibility for settling (usually small) company owners and employees to move here with their families. This opportunity creates a cultural and intellectual potential in the EGTC area with a significance that cannot even be measured at present.

The implementation of the action must be advanced by the preparation of technical and financial plans.

#### 1.1.4.13 Establishment of a creative industry cluster

**Aim of the action:** establishment of a cluster enhancing knowledge-sharing and innovation among stakeholders of the creative industry, educational, training and cultural institutions and enterprises.

##### **Short description of the action**

The action aims to create a cluster responsible for administrative functions of the incubation centre. The members of the cluster will be active creative industrial enterprises in the region (in this case, including the surrounding cities as well) related secondary and tertiary

education and training institutions, as well as major cultural institutions that demonstrate openness towards the creative industry.

The operation of the cluster is based on the diverse traditions in the region to be exploited by the cluster, therefore its activities are especially to be directed at knowledge-sharing, creating joint events and exhibitions, as well as processing of material heritage of regional traditions.

Individual workshops are created from each branch of art within the cluster which assists the categorisation of tradition processing.

#### 1.1.4.14 Cultural bridges within the EGTC area

**Aim of the action:** development of cultural connections among the nationalities of the region.

##### **Short description of the action**

Within the framework of the action, cultural ties are strengthened using innovative approaches of the creative industry cluster. The action includes the creation of the EGTC's cultural events calendar and the inventory of values, whereas a multi-art camp will also be organised. After the camp its results will be exhibited in nine locations of the region.

In addition to bridge building between traditionalists of the EGTC other border regions will be also contacted to enhance cultural exchange.

#### 1.1.4.15 Establishment of a civil cluster

**Aim of the action:** establishment of a network of NGOs operating in the region.

##### **Short description of the action**

Civil society is able to make an important contribution to the development of a region's unique identity and it also has the capability to mobilise additive resources and human capacities in order to implement the common development ideas.



Today, the BTC EGTC completely lacks this buoyancy, even though the existence of a civil society would greatly support the organisation's legitimacy.

The action therefore aims at the development of a civil society network. The foundation of the cluster shall be preceded by a road show, where representatives of the EGTC describe their ideas to local NGOs and assess their level of interest. The network is then founded based on civilians who are interested in and prepared enough for an international cooperation. The coordination in this field is advisable to be trusted to experienced NGOs able to communicate in several languages.

The cluster develops its own website, publishes a fact sheet in three languages in order to reach out to members joining in the future and will also publish a trilingual civil printed magazine on an annual basis.

As a result of the action not only a network is created, direct relationships are also formed among civilians with the same area of interest which may lead to further cooperation and projects.

#### 1.1.4.16 Launch of a civil academy

**Aim of the action:** development of preparedness and internal relations network of NGOs operating in the region.

#### **Short description of the action**

The action aims at strengthening the preparedness of NGOs of the region through a civil academy. Besides the transfer of knowledge related to legal, financial and human resources management another goal is the establishment of internal relations. Thus speakers and participants from the three countries will also be introduced to each other besides hearing about related legislation and opportunities to raise funds.

The academy is an important tool to expand the organisation's knowledge on fundraising opportunities thus establishing the financial background needed when achieving common EGTC goals.

#### 1.1.4.17 Establishment of a cross-border social partnership

**Aim of the action:** integration of social institutions and organisations of the region for the joint management of poverty issues.

##### **Short description of the action**

The purpose of the partnership between social institutions, their operators and NGOs operating on three sides of the border is to contribute to reaching the targets set in the 2020 EU Strategy regarding poverty issues. As a first step an inventory of organisations is needed to be prepared, followed by the partnership forming process. In parallel, to determine future activities of the partnership a poverty mapping takes place, which explores the spatial phenomena of poverty and social problems besides identifying the role of the borders in the development and intensification of these issues.

The partnership organises joint actions and awareness-raising campaigns, and prepares an integrated action plan to improve the housing, education and health status of those living in deep poverty. Specific local development interventions are to be identified in the light of this action plan in the future.

#### 1.1.4.18 Establishment of a cross-border employment portal

**Aim of the action:** launch of an online service facilitating intra-regional labour migration.

##### **Short description of the action**

Within the framework of the action a multi-language job portal will be established providing information on the regulations ruling employment, training and social environment of the neighbouring countries, announces current vacancies and provides downloadable forms that potentially need to be submitted to employers.

Calls of educational institutions that provide vocational training and language training opportunities for potential employees will also be available on the portal.

## 1.2 TIMING OF ACTIONS

There are many factors influencing the timing of actions and it is usual for the schedule to change during the implementation of the strategy.

Some of the described actions include the development of management and professional coordination capacities that we consider as essential to the execution of specific development interventions. These actions have a low cost demand and impose significant organisational, administrative tasks particularly on the management of the EGTC, whose expenses can be largely covered by the budgetary support of the Hungarian Ministry of Public Administration and Justice provided on an annual basis for the operating costs of EGTCs. Therefore, these actions can already be initiated in 2014. On one hand, in this way coordinating professional workshops can be set up preparing the implementation of further development, where fruitful cooperation can evolve among members generating new projects and actions; on the other hand the operation and benefits of the EGTC may become visible to everyone at a time period when the application sources are not yet available.

Another group of actions belongs to the group of soft natured interventions some of which are planning and preparation tasks, while the other part contains the implementation of training programs and events. In these actions (with the involvement of partners) fund raising is already possible in 2014-2015. In the case of civil actions such source may be the National Cooperation Fund and the Norwegian Civil Fund in Hungary, Norwegian Fund in Romania. In addition, a number of European and American support management funds are available in related fields. This option can be exploited especially for the case of Serbia being at the beginning of the Euro-Atlantic integration (e.g. Balkan Fund), but the other two countries may also have access to this type of calls.

For other developments the appearance of mainstream or CBC calls can be expected in a later period. For the preparation of IIs the project preparation fund of the European Investment Bank may be available, therefore it could render the preparation of feasibility studies and technical documentation plan possible.

A third group of actions contains types of investments that have strong soft contents whereas the fourth one includes significant investments. The timing of their implementation has been adjusted to the expected schedules of CBC programmes. Should the interventions



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fail to be implemented in an integrated ITI form, the involvement of mainstream sources will also be possible for certain investments. The EGTC's access is limited to Hungarian resources, the execution of investments on the Romanian and Serbian side will be possible from specific national calls.

Regarding some actions it is possible to use the direct sources of Brussels as well.

As the table below shows certain actions build on each other, and in many cases they derive from each other, therefore these ones affect the implementation of actions taking place in later stages. Another aspect to the organisation of the schedule was the goal to make the load of parallel implementations of individual interventions tolerable for the management. However, we were also calculating with the expectations directed at the EGTC by local players, since the survival of the grouping depends primarily on the trust of members which can only be earned by presenting as many tangible results as possible.

Actions presented in the table enable the continuous and remarkable operation of the EGTC for the following nine years that may fortify this trust, and transform it into a leading feature of development in the border region.<sup>1</sup>

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<sup>1</sup> The four different types of action are indicated in the table with different colours: yellow represents actions of organisational development, blue indicates soft actions, green ones are soft investments, while the orange represents investment actions.

INTEGRATED INTERVENTION	2014	2015	2016	2017	2018	2019	2020	2021	2022
Agglomeration II	Action 1.1.1.1: Establishment of town planners' future planning workshop	Action 1.1.1.2: Establishment of a cluster/network in urbanism							
		Action 1.1.1.3 : Preparation of cross-border infrastructure investments							
		Action 1.1.1.4: Establishment of a cross-border public transport platform							

INTEGRATED INTERVENTION	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Agro-climate II</b>	Action 1.1.2.1: Establishment of a working group on water management	Action 1.1.2.2: Preparation of an integrated water management plan in the tri-border area		Action 1.1.2.3 : Establishment of a cross-border irrigation infrastructure system					
	Action 1.1.2.4: Foundation of an agro-innovation working group of experts	Action 1.1.2.5: Establishment of an agro-innovation centre							
		Action 1.1.2.6 : Creation of the BTC local product cluster							
			Action 1.1.2.7: Establishment of the BTC agrarian logistics centre						
	Action 1.1.2.8: Organisation of	Action 1.1.2.9 : Creation of the BTC energy agency		Action 1.1.2.10: Establishment of an					

INTEGRATED INTERVENTION	2014	2015	2016	2017	2018	2019	2020	2021	2022
	a professional workshop in energetics			incubation centre for entrepreneurs in energetics					
Gateway to the Balkans II		Action 1.1.3.1: Establishment of the BTC business development centre							
		Action 1.1.3.2 : Development of an investment portal along the border							
		Action 1.1.3.3: Establishment and management of the Europe Academy							
		Action 1.1.3.4: Preparation for the infrastructure development of industrial and logistics parks							

INTEGRATED INTERVENTION	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Bartók II	Action 1.1.4.1: Establishment of tourist workshops	Action 1.1.4.2: Foundation and initiation of the cross-border regional tourist destination management								
		Action 1.1.4.3 : Foundation of a cluster in health care tourism and medical sciences		Action 1.1.4.4: Development of remote diagnostics system						
				Action 1.1.4.5: Equipment development in the sector of health care and medical tourism						
			Action 1.1.4.6: Development of infrastructure for water tourism in the EGTC area							
			Action 1.1.4.7: Development of infrastructure for bicycle tourism in the EGTC area							
			Action 1.1.4.8: Development of infrastructure for equestrian tourism in the EGTC area							
				Action 1.1.4.9: Development of recreational areas in the settlements of agglomeration areas						



INTEGRATED INTERVENTION	2014	2015	2016	2017	2018	2019	2020	2021	2022
		Action 1.1.4.10: Tourist business development program							
			Action 1.1.4.11: Establishment of the Bartók Centre						
		Action 1.1.4.12: Establishment of a creative industry centre							
				Action 1.1.4.13: Establishment of a creative industry cluster					
				Action 1.1.4.14: Cultural bridges within the EGTC area					
		Action 1.1.4.15: Establishment of a civil cluster	Action 1.1.4.16: Launch of a civil academy						
		Action 1.1.4.17: Establishment of a cross-border social partnership	Action 1.1.4.18: Establishment of a cross-border employment portal						