GUIDE

FOR

DONAUREGIONEN+

WORK PACKAGE 5 – SECTORAL STRATEGIES

SCIENTIFIC ASSOCIATION FOR SPATIAL DEVELOPMENT

BUDAPEST

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CONTENTS

I. THEORETICAL PART

1. THE THEORY OF APPLYING STRATEGIC PLANNING

The task of strategic planning

The plan means the featuring of future actions in the conscience, while planning means the process which generates this image. The plan thus features the future prospects of the region, and we have to plan the way and steps of reaching these prospects. At the same time it means, that the planning must provide answers to the threats and to the occurring opportunities. The answer derives from the creative utilization of internal resources. The reaction on changes in the external factors leads to decisions, which target to reach the change in positions in the interest of a defined objective.

According to the most current „Design School" model, or as called the SWOT model, the strategy, i.e. the development concept drawn up in the point of intersection of external and internal factors, the success factors and the competences. It derives from the utilization of strengths, the exploitation of opportunities, the change of weaknesses and avoiding the threats. The two spheres of the analysis, the external and internal evaluation thus differentiated. Two further elements also cannot be neglected:

- Social, moral requirements, which partly drawn up in different documents, and partly live in the everyday conscience as an unwritten rule.
- Leaders' values, which mean the personally assumed value of the leaders of the regions' and settlements' governing bodies. These values thus change together with the change in the composition of the bodies.

Further on we apply a procedure to define and build up the strategy, which is theoretically backed up by the science of regional economics, it is transparent, nevertheless it still provides the needed freedom for the participants of strategy creation to validate their specific thoughts and aspects. This procedure, while needs the most widespread status analysis, requires the qualifications. There are factors, which have to be considered in every case of strategy creation, irrespectively of the territorial level of planning, the geographic location or the level of economic development of the examined territory.

Recommended strategy[1]

Summing up the different approaches, the recommended procedure of strategy creation is constructed in the following way:

- The internal factors to be qualified are primarily defined by demand-orientated strategic approach.

- Supply elements are featured as additional factors.

- The change of the external factors provides the base for different scenarios, the different scenarios lead to different strategies (scenario).

These examination aspects were compiled in line with the European development tendencies and the new regional policy. While strategic planning bases the future, appropriate attention has to be devoted to the integration of the given planning territory into the reality defined by the Hungarian social-economic conditions.

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[1] Dr. Lajos VERES PhD (2006): Strategy creation and programming in regional development. Hazai Térségfejlesztő Zrt., Budapest, 217 p.

2. STRATEGIC PLANNING IN PRACTICE

First steps

Further on we define the expected optimal development strategy, which derives from the internal facilities of the region, considering the opportunities ensured by the external factors and also considering the existing threats.

First step: The determining factors of concept creation are to be qualified according to two aspects:

<u>The value of X</u>: can vary between +3 and -3 depending on the fact, to what extent the given factor can be considered as strength (+3) or weakness (-3) for the region.

<u>The value of Y</u>: can vary between +3 and -3 depending on the fact, that by changing, developing the given factors to what extent opportunities turn up e.g. in government policies, or in connection with joining the EU, and to what extent these expected, predictable changes mean threats from the aspect of using, utilizing the given factor.

In the process of displaying the values of opportunities-threats the following aspects were taken into consideration:

- To what extent can be improved the position of the given factor displayed in axis „x", i.e. to what extent can be shifted in positive direction towards the strengths during the present planning period.
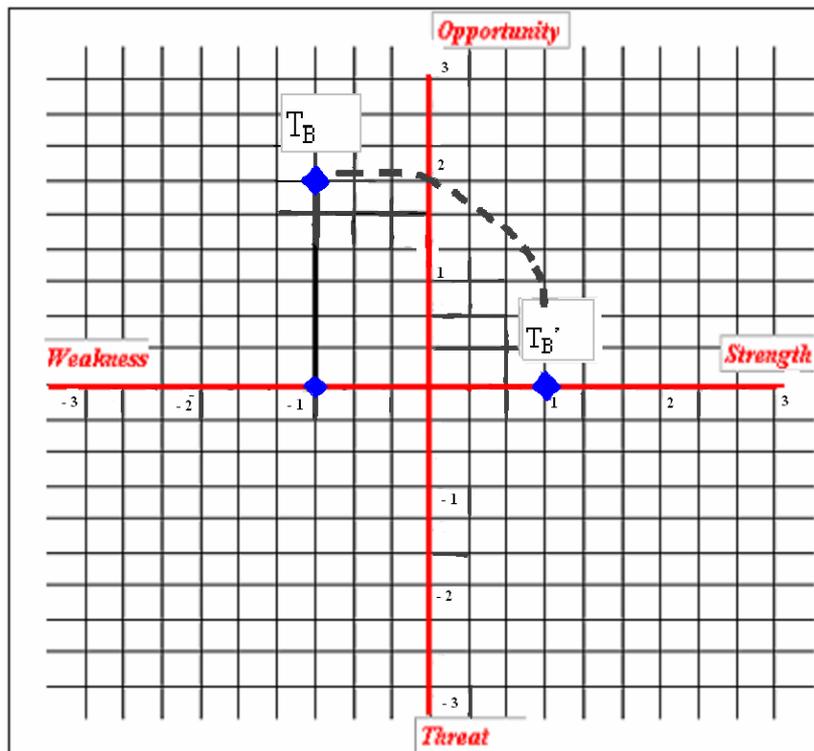
1. Figure – The value of X and Y

In the figure featured as example the Y value of factor T_B is +2, i.e. to this extent can be improved its position in axis x: from -1 to +1. Thus we managed to achieve, that the factor qualified as **weakness** reached the status of **strength** (T_B').

During the planning period it has to be taken into account that areas located in the examined regions, the macro-regions and the country is developing. This is why from the aspect of defining the X and Y values of factors, displaying the „0" values means the critical stage of the work. As each value is a relative category – it means correlation to a parameter or to other regions.

Second step

Preparing scenarios

The scenarios derive from the Y values linked to X values, i.e. following the further consideration, analysis of the external factors. During the qualification of the external factors the upcoming changes can be displayed in several variations, because the three groups of external factors make it necessary (constant, predictable, non-predictable external factors).

The „scenario management" is based on such scenarios, which are inevitable tools of preparing, then managing the competition for the future. A good scenario enhances an open-minded approach towards future events, and is able to create a network of systematized thoughts.

As the length of the predicted time period grows, the chance and punctuality of cognition decreases, moving from the present towards unknown perspectives. The scenarios don't contain a single prediction, but reveal the competing development paths and their expected consequences, thus „multiplying" the future prospects. The description of the future has several potential linkages in line with the content of the planning territories' actions, and in line with the subjects of political regulations. The future prospects defined as a complex system can be demonstrated as a network. The system which is modeling future correlations can be made dynamic based on the forthcoming changes, and this complex feature reveals the barriers of the traditional management techniques.

Several important conditions of the appropriate level of work can be featured as following:
- The creation of the scenario needs a constructive atmosphere,
- The decision-makers, who will use the scenarios have to be introduced to the methods applied during planning,
- External factors leading to changes have to be revealed with appropriate elaboration,
- The applied methods and prepared documents have to be transparent.

The scenarios display the potential versions of the future through the logical connection of event strings or statuses. Each story is preferably consistent, however the given scenarios serve as each other's alternatives. The logical construction of the scenarios stems from the fact, that the present situation is featured by constant (permanent), predictable and non-predictable factors from the aspect of changes.
- Constant factors are those, values of which don't change in the time horizon examined by the scenario. If the given factor cannot be measured, the factor itself is considered as constant.
- Predictable factors are those, values of which can be estimated within the examined time horizon. These are manifested in the form of trends.
- The differences between the given scenarios are basically stemming from the non-predictable factors. In connection to these factors we can use their assumptions (hypotheses).

Referring to the occurrence of a given event two assumptions (yes-no) lead to two alternatives. The non-predictable events can be split further to the group of key variables and direct variables:

- The key variables are the truly independent variables, and all their potential output has to be considered. These changes provide the core of the scenarios.

- The direct variables also cannot be predicted, but depend on the key variables, thus for each key variation a direct variable can be linked.

THE LOGICAL CONSTRUCTION OF THE SCENARIOS

EXTERNAL FACTORS

CONSTANT FACTORS (Y_A)

PREDICTABLE FACTORS (Y_B)

NON-PREDICTABLE FACTORS (Y_C)

VALUES

TRENDS

ASSUMPTIONS

KEY VARIABLES

DIRECT VARIABLES

SCENARIO VERSIONS
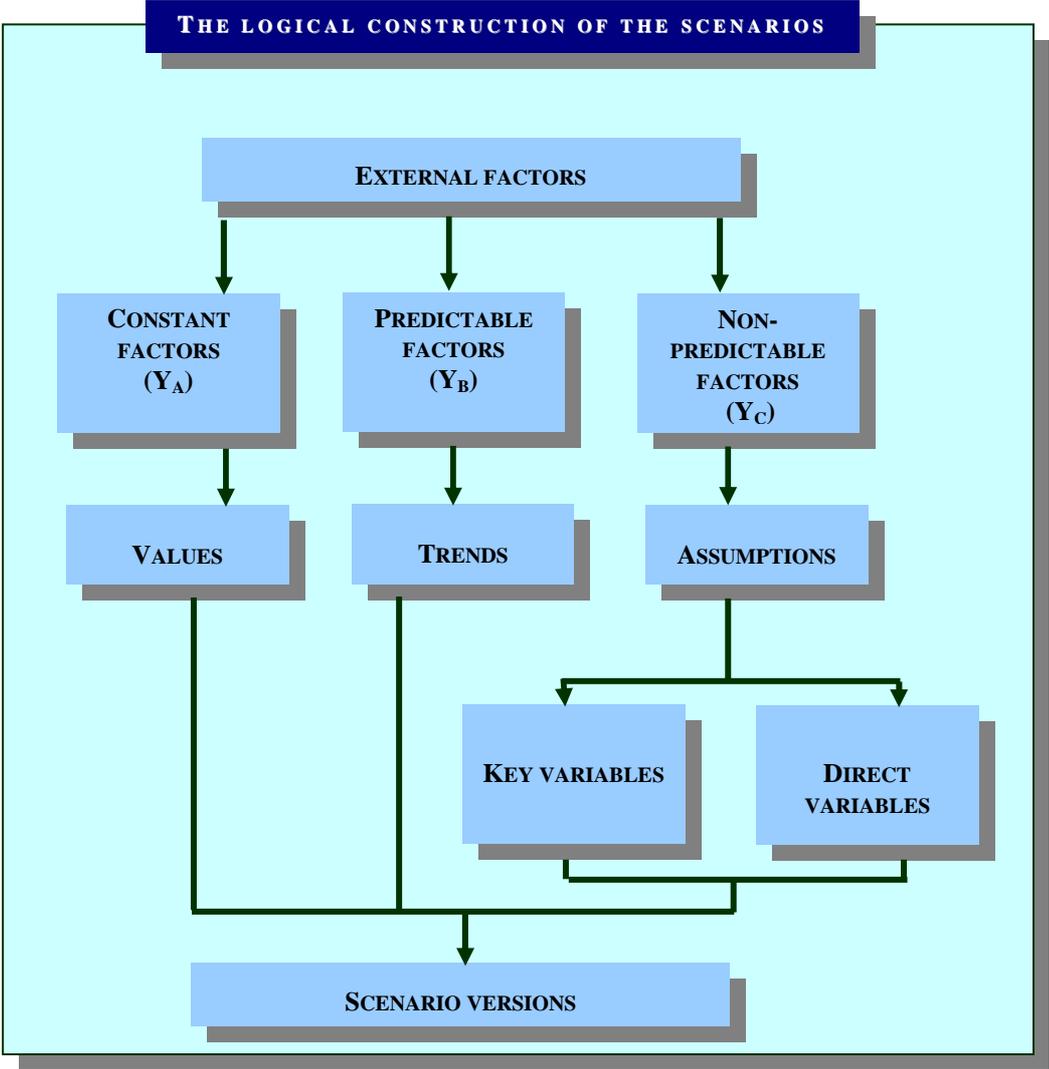
2. Figure The logical background of the scenarios

In order of consistence the given scenarios have to meet several important requirements:

- Each scenario must contain the constant factors.

- Each scenario must also contain the predictable factors.

- The different values of the non-predictable factors are displayed in different scenarios.

- In a scenario the key variables can be featured only by a single defined value.

  - The Y values can be different and its different combinations result in different scenarios. **The Y_B value can be one value or two independent values.**

  - The time frame must be set for the expected changes. Usually 1 period is 7 years.

Analysis and display of the most favorable scenario

The phase of scenario analyses terminates by the display of X and Y values – linked as factors determined by the most favorable scenario – examination of their location, dispersion and their textual analysis. This assists in determining the future prospects, and trace of the objective pyramid based on it.
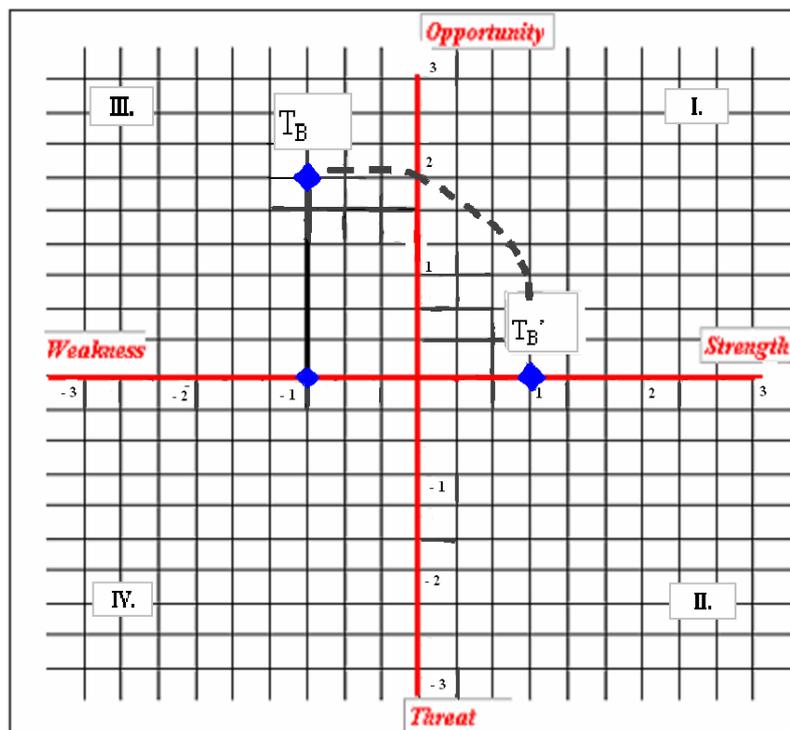
3. Figure The display of the most favorable scenario

Factor groups can be for example:

- Human area, Economy, Infrastructure, transport, Environment, Settlement structure, City and spatial factor, Municipal asset management.

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In the Donauregionen+ project we already have the sectoral schemes.

- The factors located in **domain I.** are the so-called breakout points, which support an offensive strategy.
- The impact of factors located in **domain II.** indicate maintenance of a stabile position, thus supporting a diversified strategy.
- The impact of factors located in **domain III.** holds instability and risks in itself, leading to a need for a change-orientated strategy.
- The factors located in **domain IV.** indicate rescue actions, which require defensive, crisis managing strategic steps.

3. THE SYSTEM OF OBJECTIVES

During strategy creation the requirement and need for changing the values of the region's internal factors (T_B) is concretely defined. In case of each factor the need means achieving a new status.
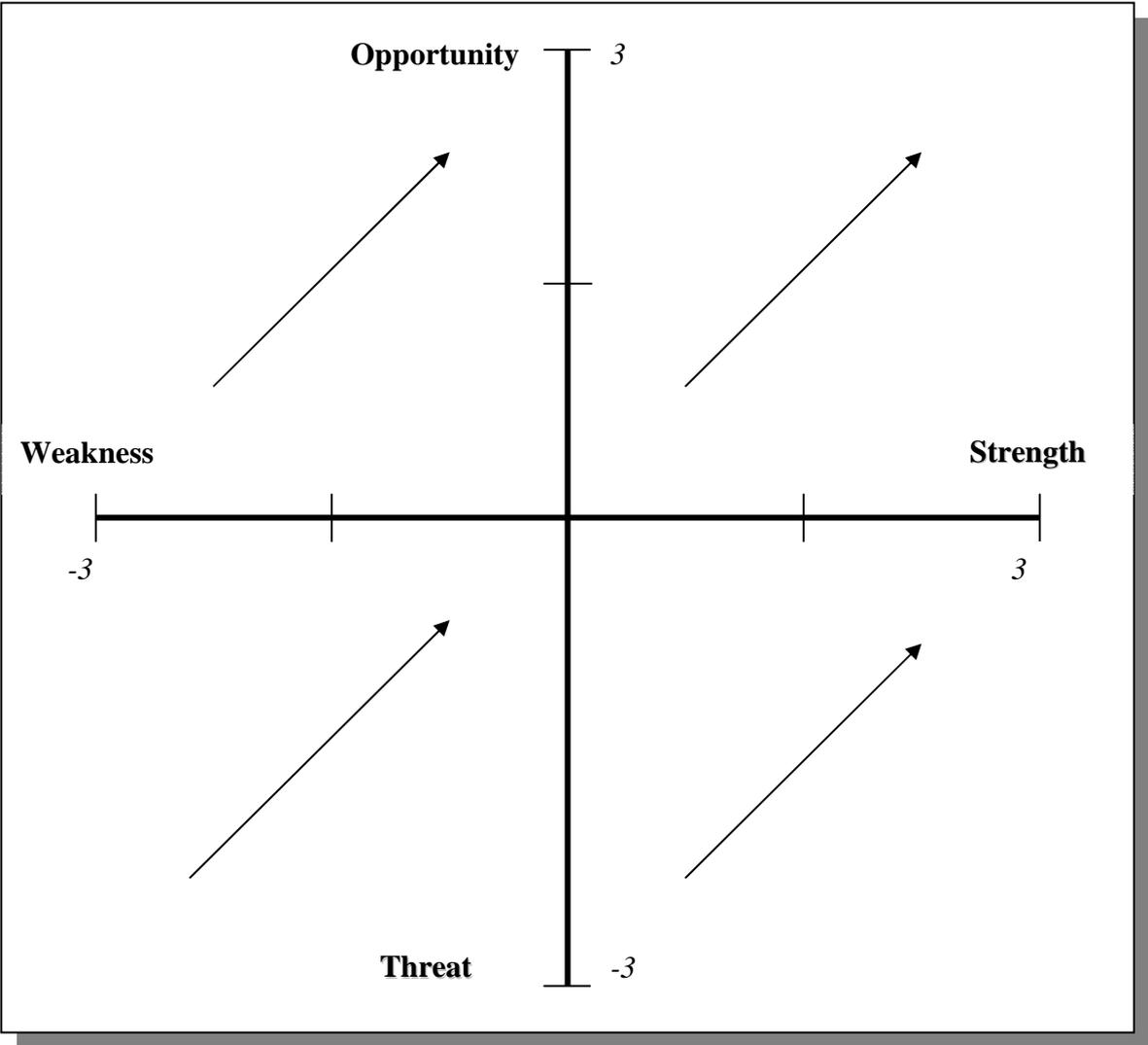
4. Figure The direction of new statuses

The system of objectives thus partly and totally defines a future status determined by the facility of the regions and the external opportunities.

From the aspect of territorial policies the following requirements can be defined towards strategic systems of objectives linked to specific territories:

- has to be operative in perspective (stability);
- has to adopt itself permanently to the changing market relations (flexibility);
- has to strengthen regional/local conscience, affection;
- has to ensure the continuous improvement of living conditions (environment, income);
- has to make reachable the different levels (national, macro-regional and global) of regional relations.

Often occurs, that planners and also users, implementers mix the objectives with programs, mix the terminologies (objective, task, tool, measure etc.). Thus it is important to recognize that the implementation of objectives stipulated by regional plans is the task of regional programs.

Display of objectives in temporal perspective

In this case in the peak of the so-called objective pyramid there are the *future prospects*, which are defined considering long-term predictions and plans. On the whole the future prospects define such a new status of the region, which can be featured by a higher level and positive value in the direction of the shift.

On the long term groups of objectives can be defined, which back up the development priorities. The groups of objectives consist of strategic objectives, which can be detailed according to professions and also according to temporal scheduling.

5. Figure The target pyramid

The target pyramid includes the following connections:

- Vision - Great distance objectives
- **Priorities - Long-term objectives (14-21 years)**
- **Strategic objectives – Middle-term objectives (7 years)**
- Operative objectives - Short term objectives (2-3 years)

We suggest 2020 to be the target date, with the hypotheses that the implementation will likely to begin in the 2013-2020 period.

4. PRIORITIES

During strategy creation not only the examined internal factors' (T_B) locations' dispersion in the four zones has to be examined, but also their distance from the zero point.
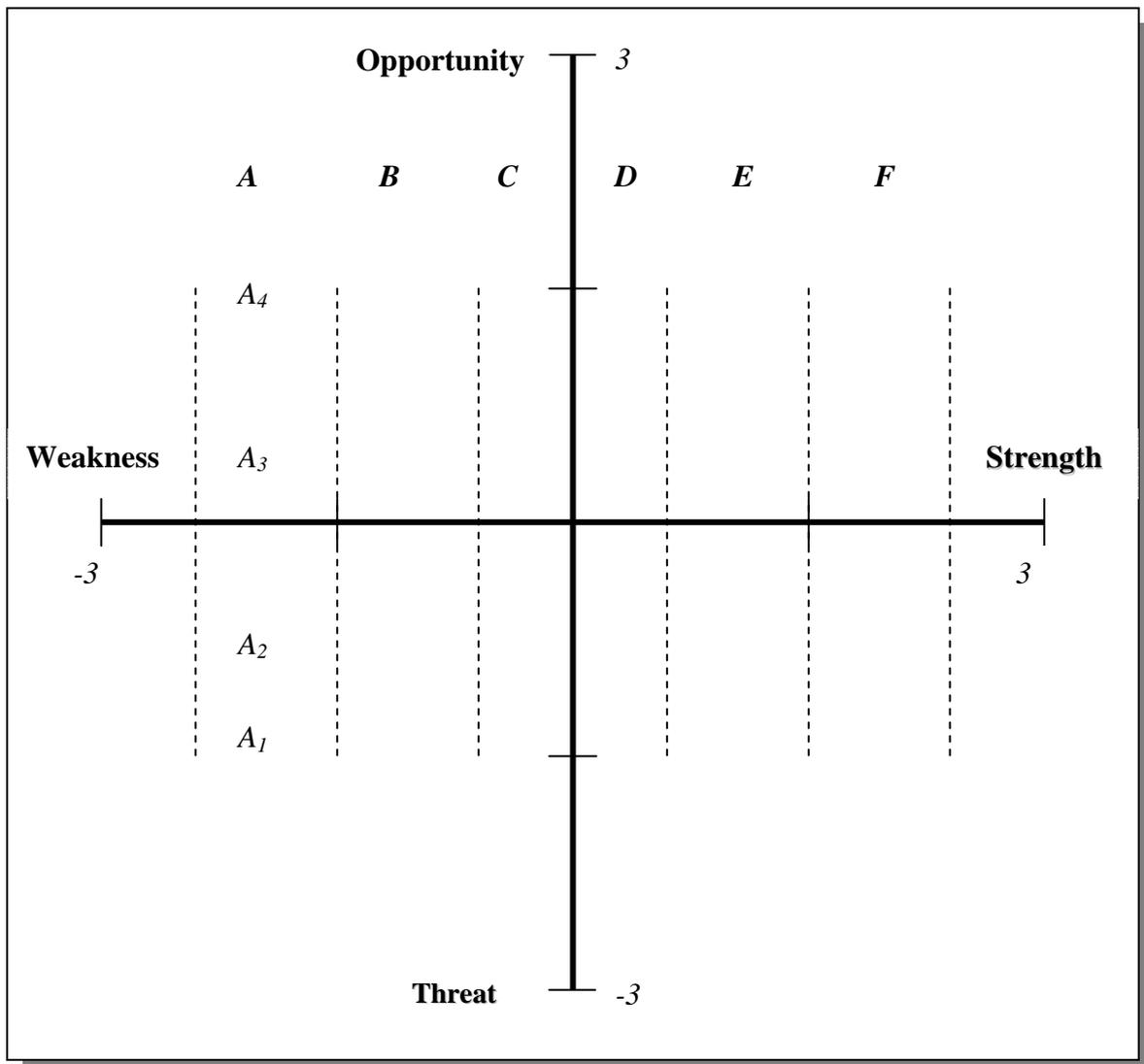
6. Figure Priority sectors

In the Donauregionen + project we can locate the NUTS 3 indicators by sectors and see its dispersion. We also see that in which part of the diagram the indicator cluster is located.

The A 1 region has the highest priority, it is located in the "minus-minus" zone, and here the intervention is the most important. If there is no intervention here, this field will be fall down. After the A 1 zone the next important is the A2, A3 zone, as we go up in the minus zone to the positive zone (from bottom to up) and examine the other zones.

The status change in positive direction of internal factors located along the negative range of axis X is the most urgent task irrespective of the zone they are displayed in. (priority „A").

As in sector „A" several factors can be located and a separate objective can be linked to each factor, also a group of objectives can be linked to priority „A", and in it a sequence $A_1 - A_2$ … etc. can be determined. Linking priorities and groups of objectives can happen similarly also in sectors B, C, D, E, F.

Proceeding from „A" to „F" there is a sequence of importance in favor of „A". If the internal factors are located in 1-2 neighboring sectors, it is advisable to determine the sequence of priorities according to the dispersion between the zones (I., II., III., IV.), i.e. the main strategic directions.

Connection of objectives and programs

Programs	Objectives								
	The region specific objective								
	Life quality		Economic competitiveness						
	Better environment		Lower production costs		Higher productivity	Better adaptation			
	O₁ State of natural conditions	O₂ Accessibility, connectivity	O₃ Water reserving capacity, irrigation	O₄ SME Co-operation	O₅ Attractiveness of tourism	O₆ Qualification	O₇ Labor force	...	O_M
P₁ Phisical infrastructure development									
P₂ Production infrastructure development									
P₃ Human infrastructure development									
. . .									
P_M									

7. Figure Connection of objectives and programs

Every objective needs to be supported by at least one program. However, one more program is needed which supports the institutional development. So an institution development program is necessary.

Those programs are efficient which support more objectives at the same time.

The importance of the institutions
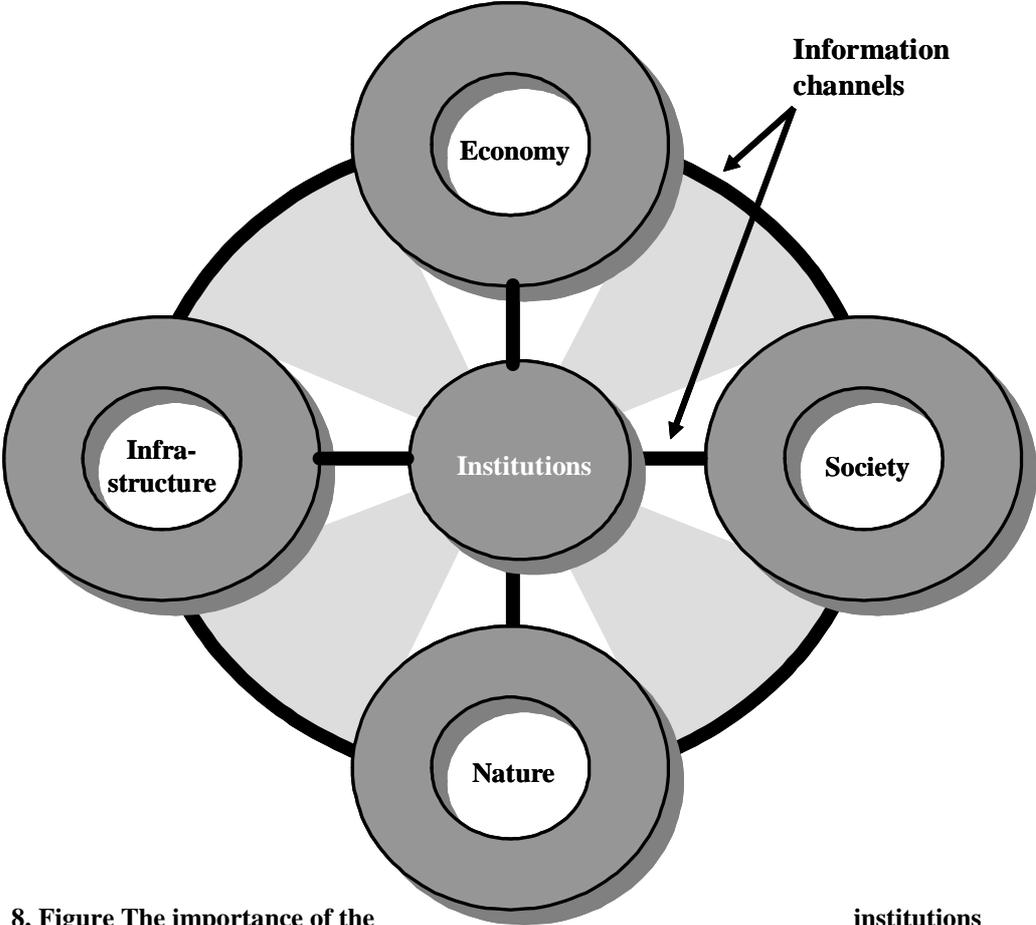
8. Figure The importance of the institutions

It is very important that an area should have institutional background and it is neglected at many other studies. The region (Cross Danube Region) can only develop properly if it has an institutional structure, which can be for example an Euroregion or a common development area. One program is needed for the institutional development also.

5. THE PROCESS OF THE STRATEGY PLANNING

In our project WP 4 is the analysis completion and WP 5 is the strategy preparation. The detailed description of these tasks is the following:

WP 4 – Analysis completion (2009. June – 2010. December)

As a result of WP 4 all of the NUTS 3 regions will have a traditional SWOT evaluation for all of the sectoral schemes according to the qualitative and quantitative evaluation of the agreed indicators. The indicators in this work package might be different from the WP 5 indicators as many of them do not have relevance in the x and y evaluation (such as protected areas or share of urbanization) as it is not possible to evaluate them as strength/weakness or threat/opportunity. In the flow chart you can see the border of the tasks of WP 4 and WP 5.

WP 5 – Sectoral strategy development (2009. December -2011. June)

The process of the strategy planning is the following:

The experts can define the values for each indicators according to the evaluated documents.

For the work there is two methodological table:

1. The relevant "Indicator table for the strategy" (see Appendix 1), which includes the X and Y (a.b.c) values. The description of the values (text part) can be done in the text as well as in the "Impact mechanism" table.

2. "Impact mechanism" table which (see Appendix 2) describes the name of the evaluated document (e.g. Regional development plan) and the chosen measure (e.g. water management development) as well as the indicators and the NUTS 3 which has its impact on. The experts will make this table after analyzing the documents.

The "Work of the expert teams, the evaluation of the indicators by sectors" has three levels:

- sectoral experts by region
- sectoral experts by country
- experts in the whole Danube region.

The works of the teams are the following:

- sectoral experts by region - 4 people in one country by the different sectoral schemes who determine the values for one region,
- sectoral experts by country - 4 people in one country by the different sectoral schemes who determine the values for one country,
- experts in the whole Danube region - all of the experts negotiate in every country and in every sectoral scheme.

We recommend that the experts will have two levels:
- junior experts
- senior experts.

Junior experts are the experts who make the background study, analyze the data and calculate the required data and prepare the study.

Senior experts are the experts, who evaluate the different impacts, who represent the country and synthesize the results in a country level.
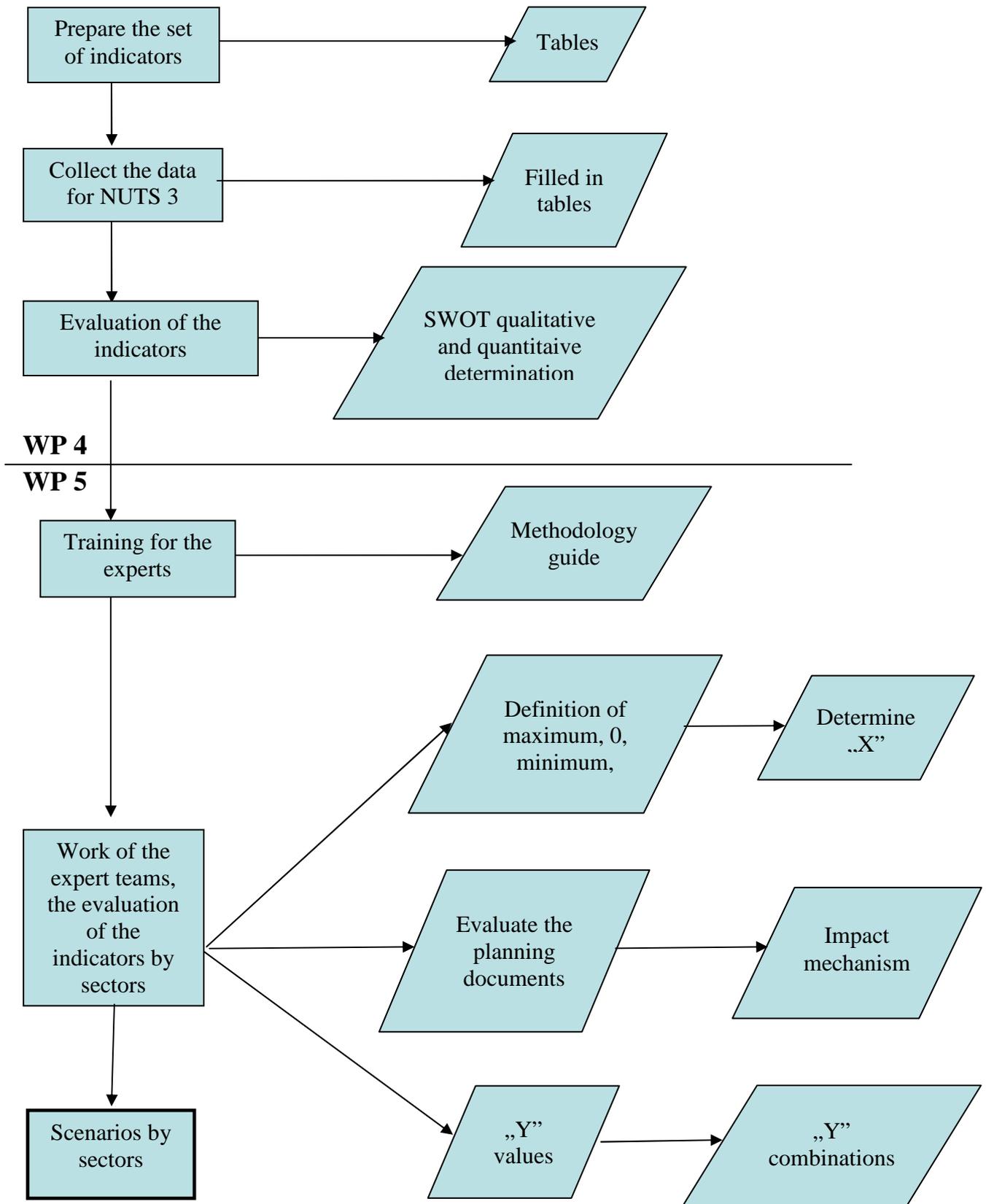
9. Figure The process of the strategy planning

6. EXPERT PROPOSAL ON STRATEGIC PLANNING, SETTING UP EXPERT TEAMS AND THE METHODOLOGY

1. **The aim of the planning :** when making the Donauregionen + program our start-up point is:

    - The plans are concerning the 2014-2020 period
    - The plans shall be evaluated by the Committee
    - The become part of the National Development Plans of the period
    - The existence of the Danube Strategy will be an important point for the Committee when evaluating the National Development Plans
    - It is possible, that within or over the National Development Plans, the Committee will allocate development funds for the implementation of parts of the strategy

2. **A fundamental requirement concerning the plan to be completed** is, that the authentic professional aspects:

    - the interests and concepts of relevant regional governmental units
    - Objectives and interests of the enterprises' and entrepreneur organizations of the relevant regional governmental units
    - the interests and concepts of the population and NGOs involved

    shall appear concerning the region involved and the four planning sectors (Natural Conditions, Human resources and Settlement structure, Transport and Technical Infrastructure, Economy)

3. **The proposed method and procedure of the planning**: collective (participative), group planning that is. In practice this means that the representatives of the organizations listed in point 2. (the stakeholders) are invited, and are asked to participate in the creation of the strategic plan in the frame of one or more workshops.

4. **The number of expert teams for strategic planning:**

    - Expert teams shall be assigned for all four strategic areas of the planning; the groups shall contain stakeholders that have sufficient professional knowledge and entrepreneur interests.

- Within the involved countries as much expert teams shall be assigned *as many Danube sections can be identified* according to ecology, economy and competent administration.

5. **The expert teams' assignment is the completion proposed strategy**

The proposed process of the expert teams' work
- Those documents shall be collected that contain the last three years' planning ideas concerning the planning sector and the Danube section involved, these should be evaluated and used during the preparation of the strategy.
- In the frame of the group work they should make proposals on further strategic development measures with using a list of **Possible strategic measures** (see Appendix)
- In case such strategic development measures would be seen to be implementable that are not listed on the above mentioned appendix, with the help of the rows empty for this purpose, these can be added to the appendix.
- The measures of the list of **Possible strategic measures** expanded with these measures shall be evaluated according to the aspects seen on the table's headline.
6. The strategic planning work is actually finished, but – in case it is thought to be useful, text explanations can be attached to the completed planning document.

Recommended methods

The recommended methods applied during different phases of strategic planning are shown on Figure 9. The methods listed in the table are of the strategy building methods of the EU. The table links the methods and the Work Packages they should be applied in.

	Work Package			
Method	**WP4**	**WP5**	**WP6**	**WP7**
Sociological methods				
SWOT analysis	xxx	xxx	xxx	x
Document analysis	x	xxx	xx	x
Personal interview		x	xx	x
Focus group		xx	xx	
Case study		x	x	
Personal observation				
Expert team	x	xxx	xxx	xx
Questionnaire				
Delphi method				
Benchmarking				xxx
Parametrizing, egzact methods				
Mapping	xx	x	xx	xx
GIS	xx	x	xx	x
X -Y	x	xxx		xx
Cost-benefit analysis				
Shift-share analysis				
Regression analysis				
Factor analysis				
Input-output model				
Econometric model				

10. Figure The recommended methods for Work Packages 4-7

The higher number of "x"-es, the higher the weight of the method is in the task of each Work Package. The methods with blue color are not obligatory in the methodology, but as they are part of the EU planning methodology system, the experts are free to decide and use them if needed.

NOTES

II. THE CASE STUDY OF KOMÁROM-ESZTERGOM NUTS 3 REGION

7. INTRODUCTION

The aim of the case study is to show how strategic planning is done step-by-step in practice. The case study has been completed after the Guide's theory, it follows the Guide's methods and shows the possible obstacles that occur in practice. In our research and planning activity we analyzed statistical data, held stakeholder meetings, and consulted the local authorities and experts.

In the case study we sketch a strategy for Hungarian NUTS3 Komárom-Esztergom county. Komárom-Esztergom (megye) county is located in the Northern part of Mid-Transdanubia Region and the area is situated on the Southern side of the Danube, having an approximately 80 km border with the Slovakian Nitra (kraj) region through the Danube. There are historically strong connections between the two regions mostly because of exemplary cooperation between cities Komárom-Komárno and Esztergom-Sturovo.
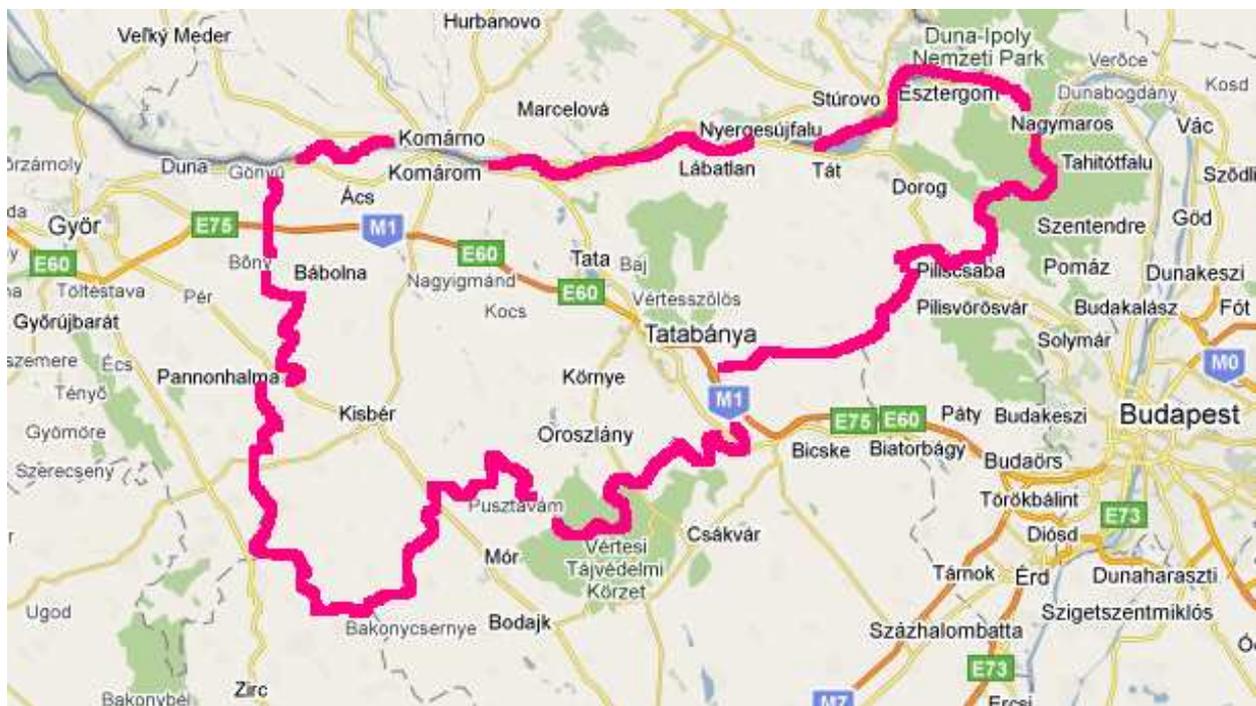
10. Figure The scope of the case study: Komárom-Esztergom county

The process of strategy building is the following:

First step: The determining factors of concept creation are to be qualified according to two aspects:

- **The value of X**: can vary between +3 and -3 depending on the fact, to what extent the given factor can be considered as strength (+3) or weakness (-3) for the region.
- **The value of Y**: can vary between +3 and -3 depending on the fact, that by changing, developing the given factors to what extent opportunities turn up e.g. in government policies, or in connection with joining the EU, and to what extent these expected, predictable changes mean threats from the aspect of using, utilizing the given factor.

Second step:

- **Creating strategic programs**: According to a sophisticated SWOT-analysis, experts determine new programs different to those of the development plans, – strategic programs that seem to have high probability and have higher impact on the indicators.

Third step:

- **Preparing scenarios**: The scenarios derive from the Y values linked to X values, i.e. following the further consideration, analysis of the external factors. During the qualification of the external factors the upcoming changes can be displayed in several variations, because the three groups of external factors make it necessary (constant, predictable, non-predictable external factors).

In every step listed above we first display how the examination goes on in practice. We do this in the frame of "Practical information", so that every step can easily be followed. Later we present the outcome of the analyses and evaluate data of Komárom-Esztergom county.

8. VALUE X

The value of X can vary between +3 and -3 depending on the fact, to what extent the given factor can be considered as strength (+3) or weakness (-3) for the region.

Value X is calculated for each region and generated from each indicator that shows the state of every region compared to the others from the point of view of the selected indicators. The indicators are classified in 4 groups, these are: **Natural conditions**, **Settlement structure and human resources**, **Transport & Technical infrastructure** and **Economy**. The indicator groups now are the same as they were in the Donauregionen project, but some variables have changed from Donauregionen to Donauregionen+ project. The indicator changes happened because new variables were needed so that the possible changes caused by development projects could be measured. With the new indicators impacts of development projects can be shown more easily than with the ones of the former group.

As this study was written only to show exact methods, we selected 20 variables of total 26 from the 4 indicator groups to simplify the analysis. The differences between indicators of Donauregionen, Donauregionen+ and this case study are shown on Appendix I. The case study is based on 2004 data of the Donauregionen project.

Practical information – how to define the value of X and the Bennett-index

To calculate the value X, each value (the units such as average guest nights) connected to a region has to be standardized by the formula:

$$[(\text{Value}_i - \text{Value}_{min} / \text{Value}_{max} - \text{Value}_{min}) - 0,5] * 6$$

where:

Value_i is the value of the indicator of Komárom-Esztergom county
Value_{min} is the value of the region with the lowest value of the given indicator
Value_{max} is the value of the region with the highest value of the given indicator

$\text{Value}_i - \text{Value}_{min} / \text{Value}_{max} - \text{Value}_{min}$ gives the so-called "Own value", this is transformed to the -3 - +3 scale by taking away 0,5 than multiplying it by 6.

E.g.

With values:				
	A	B	C	D	H
1	Indicator name	Komárom-Esztergom	Min.	Max.	**X Value**
3	Protected Areas	3	0	9	**-1**
With excel fourmula:				
	A	B	C	D	H
1	Indicator name	Komárom-Esztergom	Minimum	Maximum	**X Value**
3	Protected Areas	B3	C3	D3	+[(B3-C3)/(D3-C3)-0,5]*6

The value of the indicator is calculated using the highest and the lowest value of the Danube regions, the given X value is relative and is situated in a -3 - +3 range. On this indicator axis „0" is the half of the numbers' range, as it is max-[(max-min)/2], and differs from the mean. When calculating value X, the deviation is not taken into consideration. It is worth calculating and illustrating the average (the way shown above) as well in every case to achieve the right reading of the value. This way value X can be compared to the lowest and highest value as well as the mean.

The Bennett-index

Within their indicator groups, the X values can also be combined by Bennett-method. Calcuating the Bennett-value: 1. step: ($Value_i$ / $Value_{max}$)*100 – we determine what percent the value of Komárom-Esztergom is compared to the highest value among the Danube Regions for each indicator. 2. step – we calculate the mean of these for every indicator group. This helps us to see what the average state of the indicator groups are.

The values of X for Komárom-Esztergom County

Indicator	X Value	Average X of the Danube regions	Bennett-index
Natural Conditions			61,21
Protected Areas	-1,00	-0,33	
Water Pollution	2,69	-0,08	
Nox Pollution	1,77	-0,08	
Landfills	-0,92	0,69	
Settlement Structure & Human Resources			45,42
Inhabitants living in municipality (NUTS V.) with over than 5000 inhabitants	-0,05	-0,39	
Dwellings per 1000 inhabitants	-1,35	-0,93	
University students per 1000 inhabitants	-2,16	-2,01	
Density of population	-2,92	-2,75	
Vitality index	1,19	-0,44	
Transport & Technical infrastructure			47,34
Motor and Expressways (Density)	-1,80	-1,46	
Railways (Density)	-2,32	-2,26	
Air Transport - Passengers	-3,00	-2,71	
TEN-T corridors	-1,46	-2,14	
Natural Gas	3,00	-0,53	
Drinking Water Supply	2,63	1,58	
Waste Water Treatment	1,77	-0,29	
Economy			58,55
GDP per capita in PPS as a Share of EU 27 (25) Average	0,03	-1,61	
Labour Force Participation (%)	2,06	0,81	
Unemployment Rate (%)	-0,95	-0,43	
Number of Employed in Tertiary Branch (%)	-1,48	-0,99	

11. Figure The X values of Komárom-Esztergom NUTS3 region

According to the analysis, the state of Natural conditions is the best, and the position of Settlement Structure & Human Resources is the worst compared to the Danube Regions in Komárom-Esztergom County among the indicator groups. Focusing on the X values: the best values come from Natural gas (3), Water pollution (2,69) and Drinking water supply (2,63). The lowest numbers are connected to Air Transport (-3, as there is no airport in the county) and Population density (-2,92, because the high value of the Danube Regions' capital cities to which the other regions are compared – looking at the mean, this is obvious).

It is easier to see the differences, when illustrating the X values on a radar diagram. As an example the diagram of Natural conditions can be seen here. The diagrams for all indicators and groups are in Appendix II.

Transport & Technical infrastructure

Bennett-index: 91

Economy

Bennett-index: 59
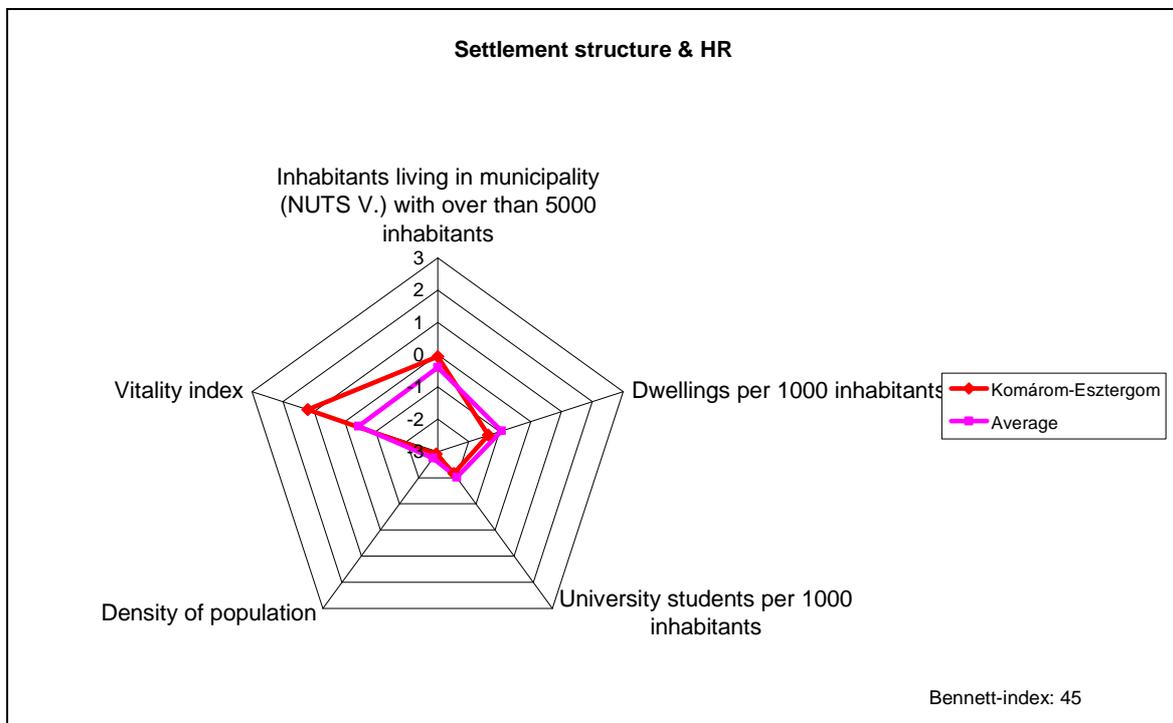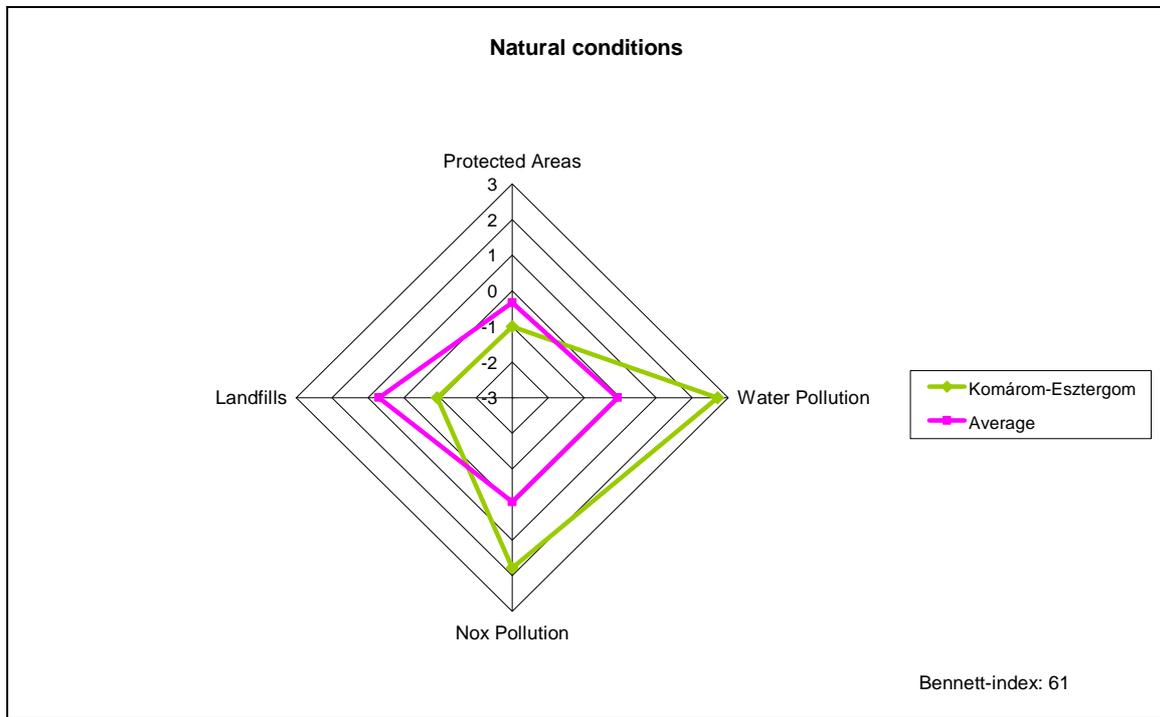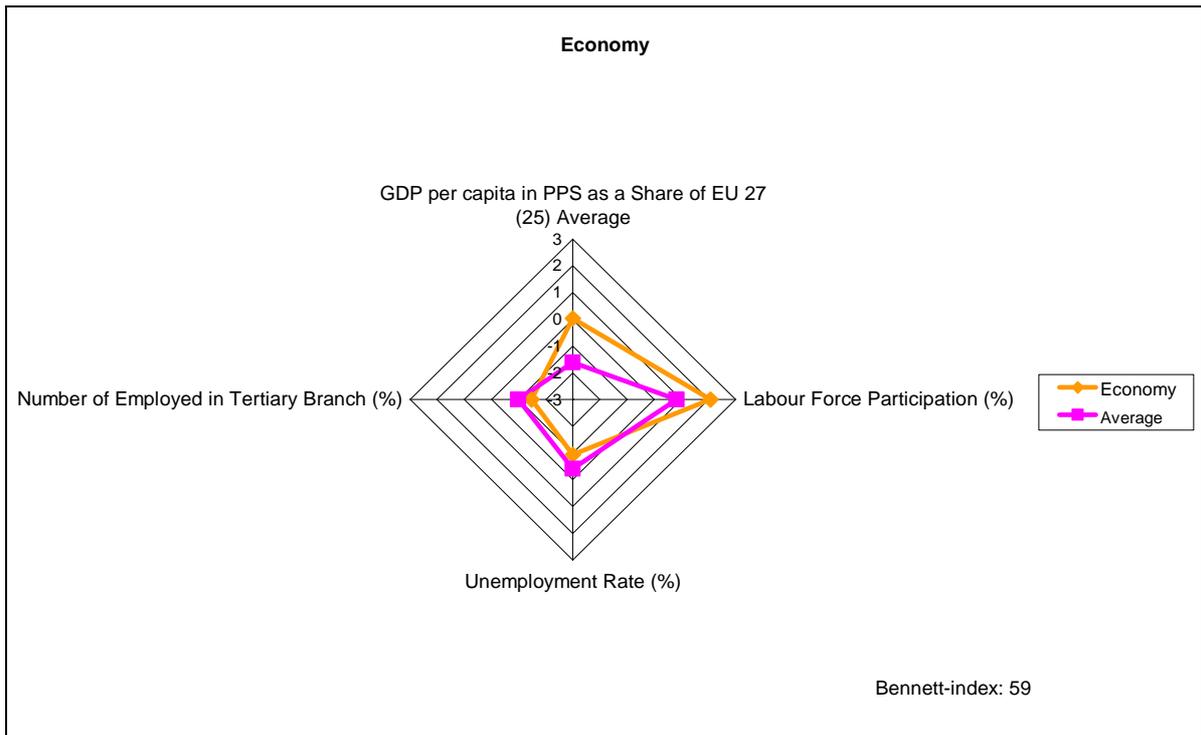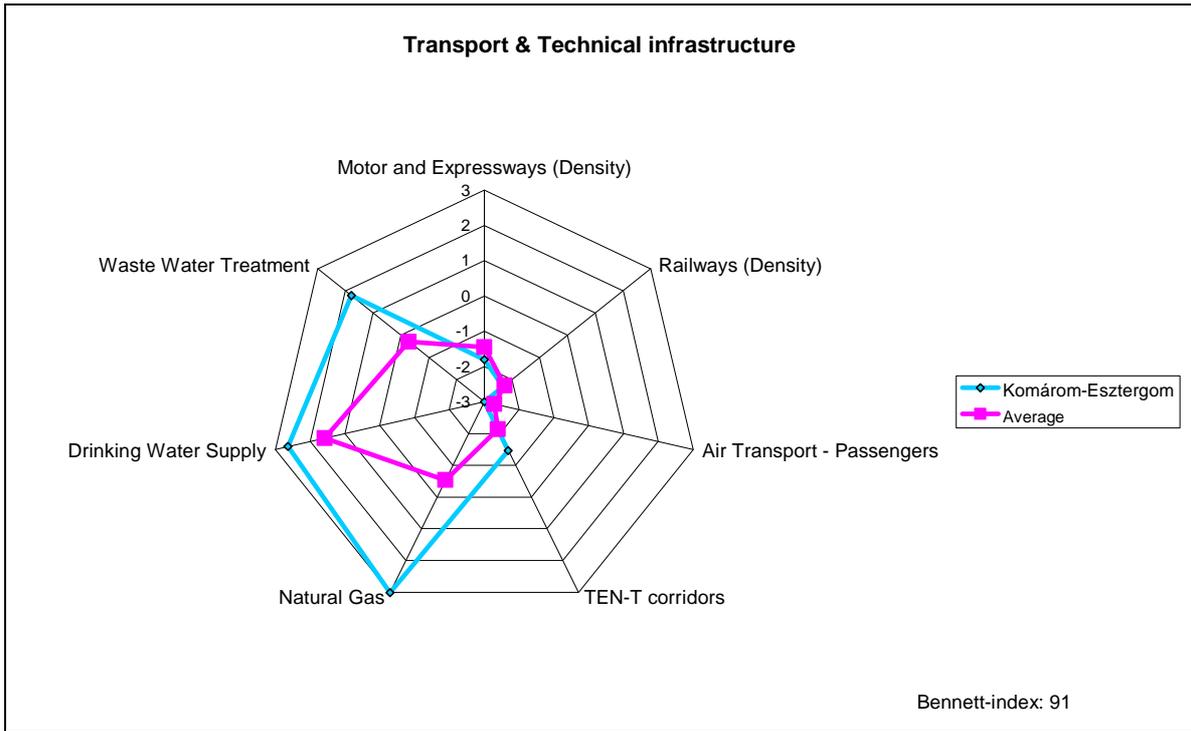
12. Figure The X values of the four general schemes of Komárom-Esztergom NUTS3 region on radar diagrams

9. PREDICTED CHANGES UNTIL 2020 ACCORDING TO VALUE Y

The value of Y can vary between +3 and -3 depending on the fact, that by changing, developing the given factors to what extent opportunities turn up e.g. in government policies, or in connection with joining the EU, and to what extent these expected, predictable changes mean threats from the aspect of using, utilizing the given factor. In the next pages we introduce the process of document analysis.

Practical information - the document analysis

In practice the value of Y can be calculated by analyzing the existing development plans and strategies of each region. In our case 16 planning documents were analyzed in 6 geographical levels. In NUTS0, NUTS2 regional level the measures concerning the given region shall be selected and taken into consideration. Sub-NUTS3 level development plans should also be analyzed: the small regional (LAU1) and local, settlement scale (LAU2) as well as the point wise measures (the development plan of a part of a town for example).

The development plans examined in our study and on the map of figure 2:

13. Figure Geographical scope of analyzed development plans

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Besides the different regional strategies, in the future other sectoral strategies should be taken into account. In the frame of this case study we examined the following planning documents:

National level (NUTS0, blue):
• National Settlement Development Conception

Regional level (NUTS2, yellow):
• Mid-Transdanubia Operational Program
• Regional Strategic Program
• Mid-Transdanubia Region Regional Development Program

County level (NUTS3, green):
• Komárom-Esztergom County Regional Development Conception and Strategic Program
• Komárom-Esztergom County Tourism Development Strategy
• Komárom-Esztergom County II. Environmental Protection Program
• Feasibility Chances of Nature Parks in Komárom-Esztergom County

Small Region level (LAU1, orange):
• Komárom-Bábolna Small Region Regional Development Conception and Program
• Ister-Granum Strategy

Local level (LAU2, red):
• Komárom Tourism Aim Settlement Development Conception
• Komárom Local Waste Management Plan
• Komárom Environmental Protection Program
• Komárom Town Medium-term Town Development Conception

Pointwise (black):
• Komárom Integrated Town Development Strategy
• Komárom Danube-bank Development Strategy Study

The analysis of the documents stars by filling in a table of documents, measures and indicators. The process is as follows: every single document (column A) concerning the

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relevant NUT3 region (column D) has to be read, than every measure has to be listed in column B. The relevant indicators (measured for X values) have to be assigned to each measure, depending on what sort of measure we are analyzing and which indicator this development project might have an impact on until 2020.

Impact mechanism for the strategy - evaluating the planning documents

	A	**B**	**C**	**D**
No.	**Name of the document**	**Chosen measure**	**Relevant indicators**	**Relevant NUTS 3**
1				
2				
3				
etc.				

Comments   A - national, regional, euroregional, county, city level documents
B - the name of the measure which has impact on the indicators (e.g. improvement the water management system of the Danube)

C - name of the indicator (same as of value X) from the measure (e.g. water quality)

D - the NUTS 3 region which is affected by this indicator (e.g. Komárom-Esztergom county)

14. Figure Impact mechanism for the strategy - evaluating the planning documents

There are many measures appraised in the documents: it is hard to handle e.g. >250 measures connected to each region. To solve this it is worth priorizing and to close up similar measures. At the same time we found it uneasy to make an order among the development targets. The measures often differ to each other among the geographical levels and their objectives (Figure 14.). Priorizing and combining measures helps to solve this problem.
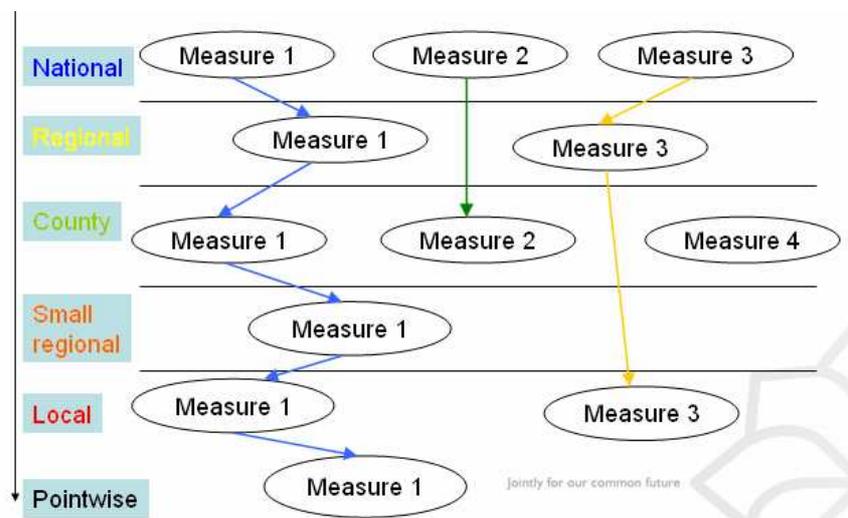
14. Figure The possible logical connections between similar measures in development plans and strategies

Before the list would be completed by adding the relevant indicators to the measures, it is important to select the measures that might be realized by 2020. In the Hungarian example, it is important to check whether a measure is connected to the Regional or the Sectoral Operative Programs of the National Development Plan. In case the measures are connected to the objectives of these documents, the financial support seems to be ensured, therefore there is a high chance of these measures to be implemented by 2020.

To nummerize the impact of the selected measures we shall first look the value of X. To give the value of X – as explained earlier – we first have to find out what number of the indicator's original unit equals with 1 unit of our -3 - +3 scale. That is the difference of the lowest and highest values of the original value of all Danube regions divided by six, in formula: $(x_{max}-x_{min})/6$.

As an example, when the minimum of the indicator (to be used in Donauregionen+ project) average guest nights is 200.000 and the maximum is 1.000.000, one unit of the relative scale is (1.000.000-200.000)/6 = 133.333 average guest nights. In this example the value of X of our region was 466.667 average guest nights, which is -1 on the reference scale.
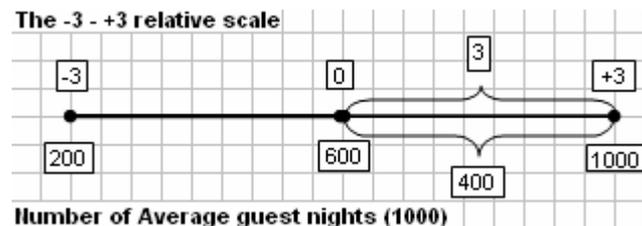
15. Figure The calculation of the relative value of X

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The value of Y can vary between +3 and -3 depending on the fact, that by changing, developing the given factors to what extent opportunities turn up e.g. in government policies, or in connection with joining the EU, and to what extent these expected, predictable changes mean threats from the aspect of using, utilizing the given factor. The changes of the factors arise from two different sources. One is the changes foreseen according to the existing planning documents; the other is the predictable changes caused by external factors and trends such as global changes in economy, climate etc. Both are to be given by expertise.

The evaluation of the planning documents happens as follows: after each relevant measure mentioned in the documents are assigned to the indicators that it can have an impact on until 2020, the probability of the measures to be realized (and which have an impact) by the 2020 time level shall be determined. To define the probability, four basic rules are to be taken into account, the measure's implementation has to be possible in three fields:

- Juridical (EU requirements, national scale requirement such as law)
- Financial (budget allocation, obtainable financial amount)
- Technical (state of preparation, existing plans, documentation)

According to how many of these factors are fitting, the measures can be assigned to four groups. If the realization of the measure is probable in:

- all 3 factors, the probability is 100% - $Y_{current(100\%)}$
- 2 factors, the probability is 75% - $Y_{a(75\%)}$
- 1 factor, the probability is 50% - $Y_{b(50\%)}$
- 0 factor, the probability is 25% - $Y_{c(25\%)}$
- 0 factor, and the measure is not well established and is unrealistic, the probability is 0 and the measure is not taken into account further on.

As there can be remarkable differences in how important the factors are in the case of every measure, the deliberation of the factors is needed, and other possible factors can be assigned, in case the type of measure demands so. To easy the planning process, the experts have the chance to first estimate the probability of the measures found in the documents without assigning values to them.

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Measure	Probability			
	Y100	Y75	Y50	Y25
Hotel 1	x			
Hotel 2			x	
Macroregional trend				x

As the value of Y can later be determined this way in case of every single measure and indicator assigned to it, the impact values of different measures shall be summarized within every indicator according to the probability. This happens by adding the Y values to each other with weighting the numbers according to their probability rate. The formula for summarizing:

$$Y_i = Y_{current(100\%)} + Y_{a(75\%)}*0,75 + Y_{b(50\%)}*0,5 + Y_{c(25\%)}*0,25$$

As measures can have opposite direction impacts on different indicators (such as the impact of a new factory on GDP per capita and on NO_x pollution), the value of Y can be negative and positive as well.

After the determination of all measures' probability, the value of Y shall be determined. The second step is to determine the value of the change caused by each measure by units (km, tons, average guest nights etc.). This is done be expert estimation. After we know what the expected change is in the indicator's original unit, we convert this number so that it can fit the -3 - +3 scale.

In this example value X of our region would be 466.667 average guest nights (-1 on the reference scale) and the planning documents and current external trends assume the growth of average guest nights with a Y of + 266.667 to a total of 733.333 by 2020 in a region by constructing hotels and assuming a trend of a growing number of tourist in the South East European macroregion; the value of Y shall be +2 after substituting the new value in the upper formula. When summarizing the Y values it is the best to create two tables as seen below.

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Measure	Probability				X and Y		
	Y100	Y75	Y50	Y25	∑Y	X	X'
Hotel 1	133.334						
Hotel 2			106.667				
Macroregional trend				320.000			
Measures in documents	133333,5*		53333,4*	80000,1*	+266.667*	466.667	733.333
					* Weighted values according to probability		

The first table shows the values of the original unit of the indicator (average guest nights). On the last row the values are weighted and summarized by the rate of probability.

Measure	Probability				X and Y		
	Y100	Y75	Y50	Y25	∑Y	X	X'
Hotel 1	1						
Hotel 2			0,8				
Makroregional trend				2,4			
Measures in documents	1*		0,4*	0,6*	+2*	-1	+1
					* Weighted value according to probability		

The second table is similar, the only difference is, that the numbers are transformed to the -3 - +3 scale. The changes are visible on the figure below.
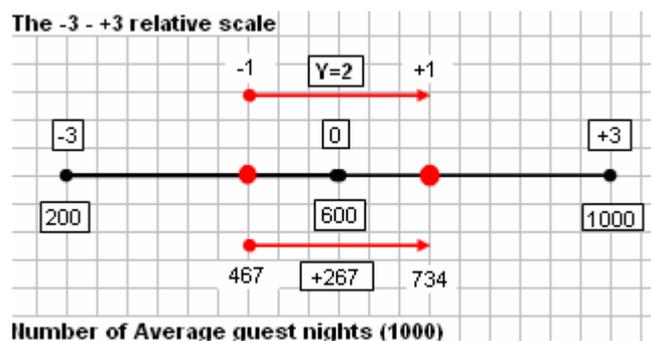
16. Figure The calculation of the relative value of Y

According to our example shown above, with the implementation of the measures foreseen according to planning documents, the value of Y is 2, and therefore, as the base was -1 (the indicator was a weakness) and the final value is +1, the Average guest nights becomes a strength of the region by 2020.

This process shall be done in the frame of each indicator.

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The result of document analysis - the values of Y for Komárom-Esztergom County

Indicator		Y value
Natural Conditions	Protected Areas	-0,3
	Water Pollution	-0,4
	NO$_x$ Pollution	-0,5
	Landfills	+0,2
Settlement Structure & Human Resources	Inhabitants living in municipality (NUTS V.) with over than 5000 inhabitants	-1,0
	Dwellings per 1000 inhabitants	+1,0
	University students per 1000 inhabitants	+0,3
	Density of population	+0,3
	Vitality index	-0,3
Transport & Technical infrastructure	Motor and Expressways (Density)	+0,3
	Railways (Density)	+0,1
	Air Transport - Passengers	0,0
	TEN-T corridors	+0,4
	Natural Gas	0,0
	Drinking Water Supply	0,0
	Waste Water Treatment	+0,2
Economy	GDP per capita in PPS as a Share of EU 27 (25) Average	+0,6
	Labor Force Participation (%)	+0,3
	Unemployment Rate (%)	+0,1
	Number of Employed in Tertiary Branch (%)	+0,6

17. Figure The Y values of Komárom-Esztergom county

According to our examination the changes are hectic, there are many indicators in which a high change is likely to happen, though in case of many indicators the changes are to happen in an undesired direction. A negative tendency is continuing of suburbanization, as the bigger towns are not attractive anymore. This is why the number of inhabitants living in municipalities with over 5000 inhabitants is decreasing the most. Even among the same general schemes there are big differences: some changes are positive, some are negative within the same indicator group. The implementation of the measures in the existing planning documents is not bringing the region to a better position until 2020.

To illustrate these changes a possible scenario is shown on two figures below. We show this by illustrating both X and Y values on two frame of references.

On the upper graph of the 18th Figure the horizontal lines show the X, the vertical lines show the Y value. Each point represents an indicator: the position of X shows the current state of the indicator, the position of Y shows whether the state of the indicator is going to change in a

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positive or negative direction in the time until 2020 according to planning documents. As seen in our estimation, the changes of many indicators show an undesired tendency.
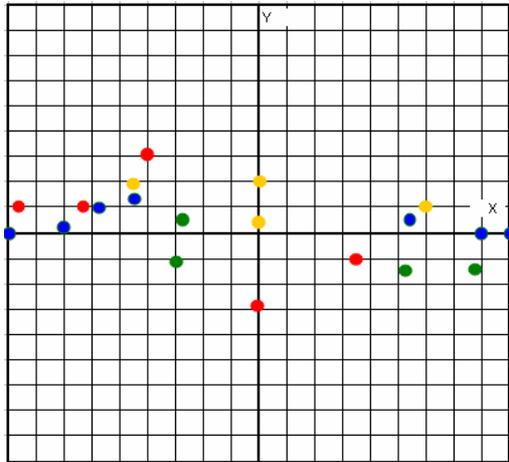
18. Figure A supposed scenario of Komárom-Esztergom county according to document analysis
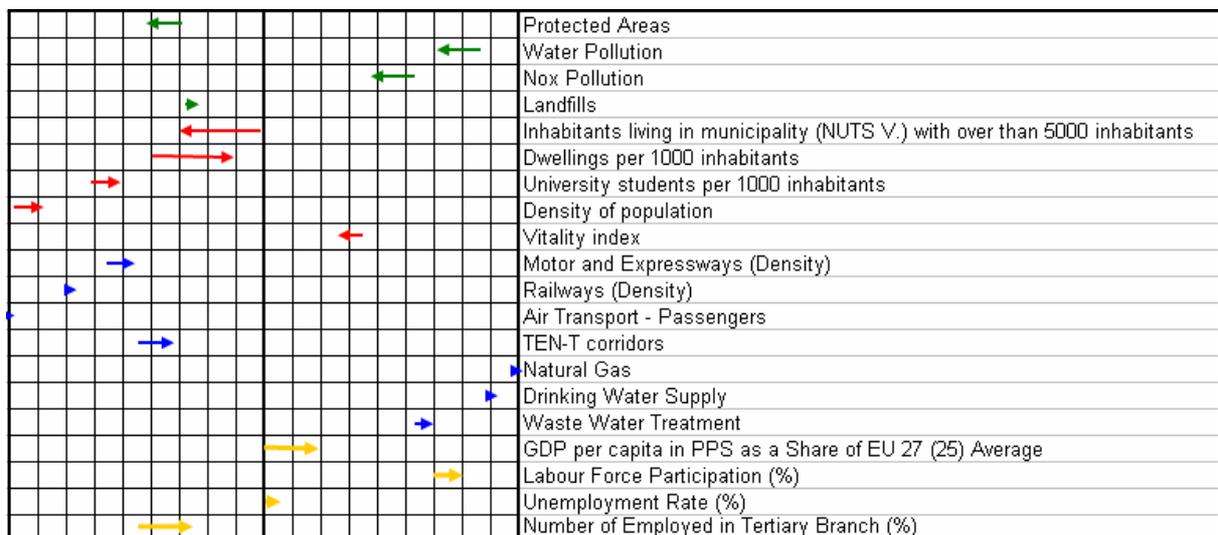
19. Figure A supposed scenario of Komárom-Esztergom county according to document analysis changes on findicators

On the 19. figure the indicators are linked the arrows that show their change. X values can be seen as the starting point of each arrow. The lengths of the arrows equal with the value of Y.

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The direction of the arrow shows the direction of change: arrow pointing to the left is a negative and arrow to the right is a positive change.

10. STRATEGIC DEVELOPMENT MEASURES

The Strategy offers a different scenario to the one developed by the examined development documents. The best way to establish a new strategic program is to analyze what potentials the NUTS 3 region has and by comparing the existing plans and the real chances of the region, new programs can be outlined of those factors that do not exist in the plans but seem to be relative potentials.

To scan the region's potentials we use the method of SWOT analysis. SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the *internal* and *external* factors that are favorable and unfavorable to achieving that objective.

A SWOT analysis must first start with defining a desired end state or objective. A SWOT analysis may be incorporated into the strategic planning model.

- Strengths: attributes of the person or company that are helpful to achieving the objective.
- Weaknesses: attributes of the person or company that are harmful to achieving the objective.
- Opportunities: *external* conditions that are helpful to achieving the objective.
- Threats: *external* conditions which could do damage to the objective.

Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs.

The SWOT-analysis for Komárom-Esztergom county was prepared during a **stakeholder meeting** in the city of Komárom, held on 2nd February 2010. Besides the expert team and the host (local and regional government), the conference was attended by NGOs and companies from the county.

Strength	Weakness
• Location • Infrastructure • Transnational enterprises • Industrial parks • Euroregions	• Few bridges over Danube • Few ports • Tourism (attractions) • Comprehensive tourism organisation • Utilization Danube • R&D potential
Opportunity	Threat
• Cross-border cooperation • Water route • Wellness • Development of transport systems • Clusters, industrial integration • Cultural heritage • Agriculture, water reservoirs • Railways	• Many organizations • Unharmonized development actions • Subordinate role in the Mid-Transdanubian Region • Higher competitiveness of Slovakia • Risk of drinking water pollution • Property realtions • Absence of vocational training

20. Figure A SWOT-analysis of Komárom-Esztergom county

After the SWOT is done, we shall compare the sketched opportunities to the X and Y values and to the scenario created by these measurements. With the help of the sectoral experts, the differences between the SWOT analysis and the existing development plans shall be shown: we might find some strengths, opportunities that can help or threats that can hinder the development of the region - factors which the existing development plans and strategies do not calculate with.

In the case of Komárom-Esztergom county, we found that there are several possible programs and projects, which do not take place in the development plans but would have a high impact on the indicators through their objectives.

- The case study's strategy recommends the development of vocational training and education, as the development plans support education, but they do so only on elementary level or by the assistance of graduate programs. The firms located in many of the county's industrial parks would demand technical and vocational education instead.

- According to experts, climate change is supposed to have a greater impact on River Danube: the level of the water is likely to decrease in the next couple of decades. Even the experts of environmental protection support the idea of building water reservoirs

along the river, so that water coming up during floods could be held back in aquifers and be utilized in agriculture, natural protection and tourism.

- A comprehensive Tourism Destination Management organization is missing in the county. There are many isolated development plans concerning the tourism of River Danube for example, and there are many organizations that do not cooperate or they often even struggle against each other, and thus, they lack success. Connected to organizational development we shall mention the need and possibility of creating development clusters for SMEs

- The county has good railway connections, as its lines are historically of high importance. The existing development plans do not put enough emphasis on their expansion, whilst the opportunities for building logistic centers. New highways and connections can also be linked to the existing ones.

- The expansion and strengthening of the current Euroregion can also be a program proposed by the experts.

The connection of the suggested programs and their connection to the objectives and indicators is shown on Figure 21.

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Programs	Objectives						
	The region specific objective: Prosperous region in a logistic area						
	Life quality		Economic competitiveness				
	Better environment		Lower production costs		Higher productivity	Better adaptation	
	State of natural conditions	Accessibility, connectivity	Water reserving capacity, irrigation	SME Co-operation	Attractiveness of tourism	Qualification	Labor force
Education							
Vocational training				x	x	x	x
Languages				x		x	x
Water management							
Water reservoir	x		x				
Canal lines	x	x	x				
Oxbow lake rehabilitation	x						
Organizational development							
Tourism Destination Management organization				x	x		
Development clusters				x			
Transport infrastructure							
Bridge		x					
Railways		x					
Logistic centres		x		x			
Cross Danube Region		x		x	x		x

21. Figure Connection of proposed objectives and programs

With the implementation of all recommended development measures, a new scenario can be foreseen according to new Y values. In this scenario the values of Y grow, thus the length of the vectors elongate. This means, that with the realization of the suggested measures, the analyzed indicators can much more turn into strengths of the region than they could only by implementing the measures of the existing development plans and strategies concerning Komárom-Esztergom county. These changes are shown on figure 22.

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Protected Areas
Water Pollution
Nox Pollution
Landfills
Inhabitants living in municipality (NUTS V.) with over than 5000 inhabitants
Dwellings per 1000 inhabitants
University students per 1000 inhabitants
Density of population
Vitality index
Motor and Expressways (Density)
Railways (Density)
Air Transport - Passengers
TEN-T corridors
Natural Gas
Drinking Water Supply
Waste Water Treatment
GDP per capita in PPS as a Share of EU 27 (25) Average
Labour Force Participation (%)
Unemployment Rate (%)
Number of Employed in Tertiary Branch (%)

22. Figure A supposed scenario of Komárom-Esztergom county according to proposed strategic development programs and existing planning documents

11. SCENARIOS

In the reality it is much likely that there would not be enough resource for the implementation of all proposed development measures. The creation of different combinations of measures can help to sketch possible development scenarios. These scenarios contain development programs, which have the highest impact with using the least resources. The scenarios often derive from the implementation of similar measures, measures that have an effect on similar indicators and indicator groups.

The experts have to deliberate the possible combinations of measures, and if possible, select those key measures, that are fundamental in all scenarios and are essential in the successful development of the region. When creating the scenarios, it is worth making such compilations of measures, that are permeable in the sense, that when following a selected scenario in the development process, and some measures turn out not to be feasible, by switching between some measures, a new scenario can be followed, thus in the end the development process is effective and successful.

In this case study we sketch two fictive scenarios.

Scenario 1

The first scenario (Figure 23.) shows a scenario where the resources focus on the development Human Resources and Settlement structure, and Economy. The major **measures** are:

- Education (Vocational training, languages),
- development of Tourism (Destination Management Organization and enhancing attractiveness),
- the support of Economy (supporting SMEs and their co-operation, creation of development clusters)
- the development of the Cross Danube Region,
- and the building of the new bridge between Komárom and Komárno cities is also a vital measure for the scenario.

The impact is a high rate of positive change in Human resources and Settlement structure (especially indicators: Dwellings per 1000 inhabitants, University students per 1000 inhabitants and Vitality index) and Economy (GDP per capita, Labor force participation, Unemployment rate, Number of employed in tertiary branch).

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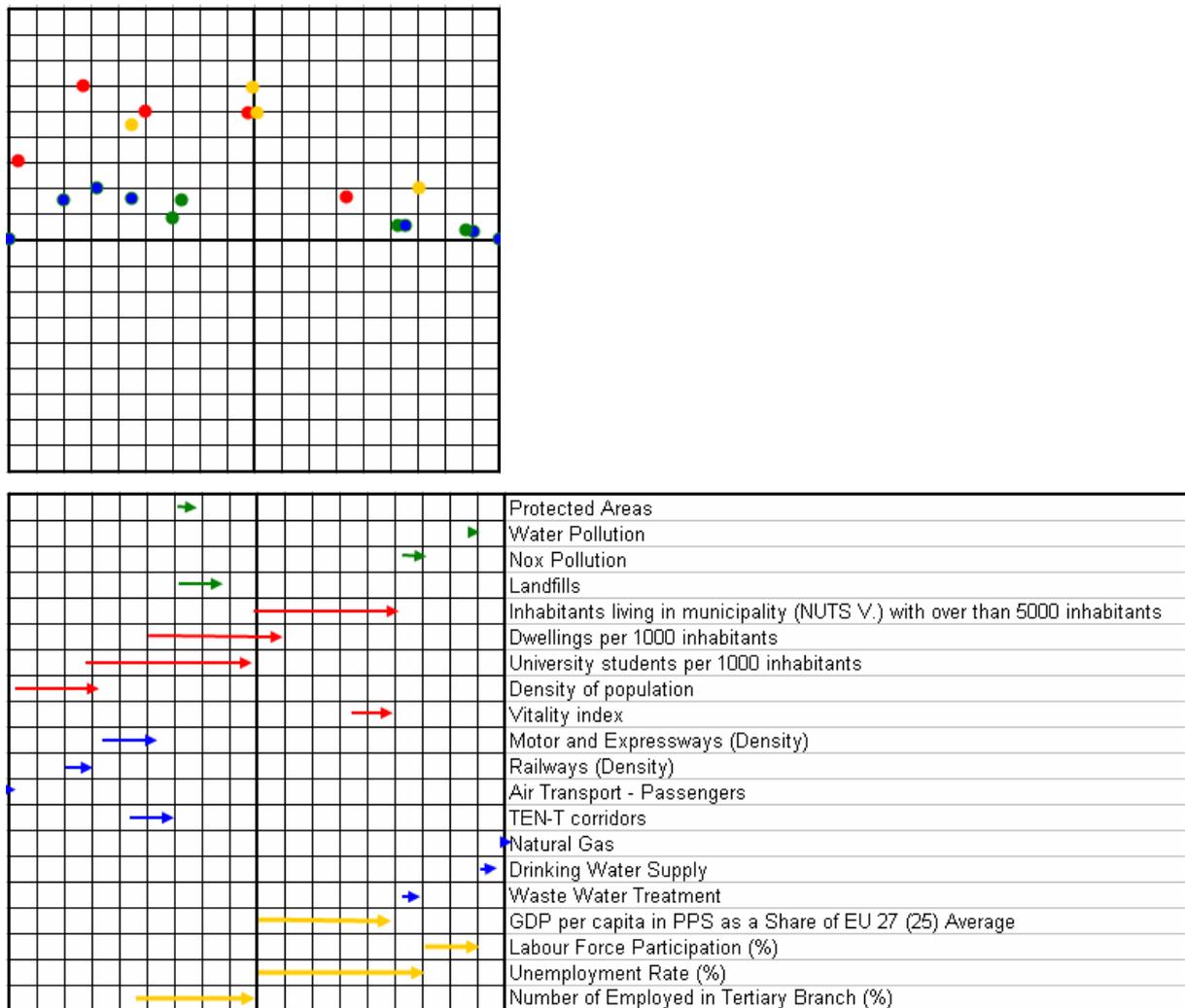
23. Figure A supposed scenario of Komárom-Esztergom county according to Scenario 1

Scenario 2

The second Scenario (Figure 24) shows a development strategy where the emphasis is put on the development of Natural conditions and environment together with the development of infrastructure. The key **measures** are:

- the creation of water reservoirs, canal lines connected to the Danube as well as the rehabilitation of its oxbow lakes,
- the development of infrastructure contains the new bridge, the development of railway lines and highway connections and the establishment of logistic centers as key measures,
- as these measures can only be successful with international co-operation (similar measures with synergy on both sides of the Danube) the development of the Cross Danube Region is essential as well.

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The realization of these measures have smaller impact on economy and HR, but have a higher impact on the state of natural conditions and indicators of the infrastructure by producing cleaner water and air and better transportation opportunities.

		Label
→		Protected Areas
	→	Water Pollution
→		Nox Pollution
→		Landfills
→		Inhabitants living in municipality (NUTS V.) with over than 5000 inhabitants
→		Dwellings per 1000 inhabitants
→		University students per 1000 inhabitants
→		Density of population
→		Vitality index
→		Motor and Expressways (Density)
→		Railways (Density)
→		Air Transport - Passengers
→		TEN-T corridors
→		Natural Gas
→		Drinking Water Supply
→		Waste Water Treatment
→		GDP per capita in PPS as a Share of EU 27 (25) Average
→		Labour Force Participation (%)
→		Unemployment Rate (%)
→		Number of Employed in Tertiary Branch (%)

24. Figure A supposed scenario of Komárom-Esztergom county according to Scenario 2

Summarizing scenarios of all regions

When there are many regions and many indicators, they can all be illustrated in different combinations on point of reference graphs as the one seen above according to the existing planning documents or scenarios (e.g. by one indicator or different general schemes for all regions). Those regions that have their points located close to each other seem to form a cluster or are situated in one quarter are likely to have similar problems and development

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needs, and thus, different development groups can be outlined that way, even of regions not geographically close to each other. These development groups are to be offered development packages that consist of same or similar measures.

Before the evaluation of all participating Danube regions would be done we can not build development packages, so in the next pages we show two examples of similar development packages.

12. EXAMPLES OF CREATING DEVELOPMENT PACKAGES

In our strategy our aim is to create groups of regions that have similar development needs. Those regions belonging to one group are likely to be linked to separate development packages, as their shortages are similar. There are examples of how this can be made; here we introduce two of these: one is the development system of the Most Disadvantageous Small regions (LHH) of Hungary; the other is the development program of INTERREG II C.

A) The Most Disadvantageous Small regions (LHH) in Hungary

According to the New Hungary Development Plan the small regions (LAU1) with most disadvantageous conditions are supported by a special program. These regions are defined by a complex indicator that contains 30 variables embracing HR, infrastructure, natural conditions etc. These small regions are situated in the eastern and southwestern part of the country and have different development needs. The map below shows their location.
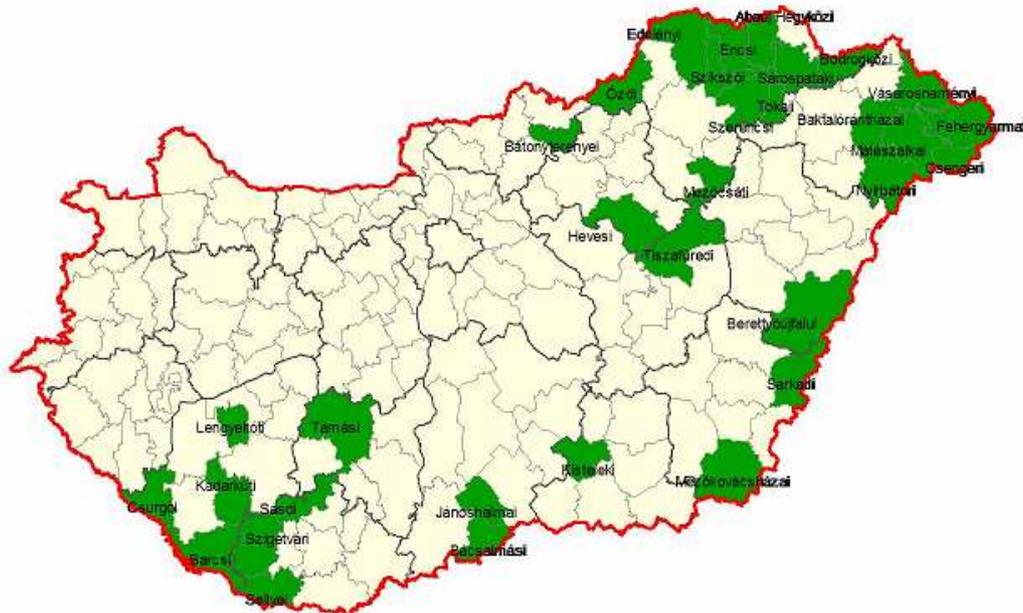
An analysis and an expertise evaluated each of these small regions' state in economy, transportation, human infrastructure, settlement development, environment, employment, qualification, health care and social infrastructure. The regions with lower values are involved

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in a program and have a chance to apply for EU and governmental funds to enhance the state of the given field. This way each measure is linked to a group of regions.

Measures / Small regions	economy	transportation	human infrastructure	settlement development	environment	development of employment	education	health care	social infrastructure
Észak-Magyaro.									
Abaúj-Hegyközi					x	x			x
Bátonyterenyei					x		x		
Bodrogközi	x	x				x			
Edelényi	x		x	x		x			
Encsi	x					x			x
Hevesi			x					x	
Mezőcsáti			x			x			
Ózdi	x	x		x		x	x		
Sárospataki		x					x		
Szerencsi			x	x	x	x			
Szikszói	x					x			x
Tokaji								x	x
Észak-Alföld									
Baktalórántházai	x			x		x			x
Berettyóújfalui			x			x			x
Csengeri		x				x			
Fehérgyarmati		x						x	
Mátészalkai	x		x	x			x		x
Nyírbátori			x			x			
Tiszafüredi		x					x		
Vásárosnaményi		x				x			x
Dél-Alföld									
Bácsalmási	x	x					x		
Jánoshalmai		x				x			
Kisteleki			x				x		
Mezőkovácsházai		x	x	x				x	
Sarkadi	x			x				x	
Dél-Dunántúl									
Barcsi	x		x				x		
Csurgói	x			x	x		x		
Kadarkúti	x	x		x	x		x		x
Lengyeltóti		x						x	
Sásdi			x				x		
Sellyei	x					x			
Szigetvári	x		x	x			x	x	x
Tamási		x	x		x		x		

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B) INTERREG II C Program

INTERREG II C concerns transnational (and not simply cross-border) co-operation over broader areas and in terms of its objective, involving the territory deeply and specifically on questions of regional and spatial planning.

The transnational programs comprise three areas: general transnational co-operation on spatial development, migration, and drought prevention measures. The general spatial development programs approved by the European Commission as the basis for financing (seven) are described below. In contrast to INTERREG II A (cross-border collaboration), transnational co-operation under II C covers much greater areas. The participating countries (or their regions) are shown on the map below. The target combination is based on the stipulations of INTERREG II C, which are in harmony with the ESDP concept.

	North Sea Region
	North-Western Metropolitan Area
	South-Western Europe
	Central European, Adriatic, Danubian, and South-Eastern European Space (CADSES)
	Baltic Sea Region
	Western Mediterranean and Latin Alps
	Atlantic Area

Source: European Commission DG XVI
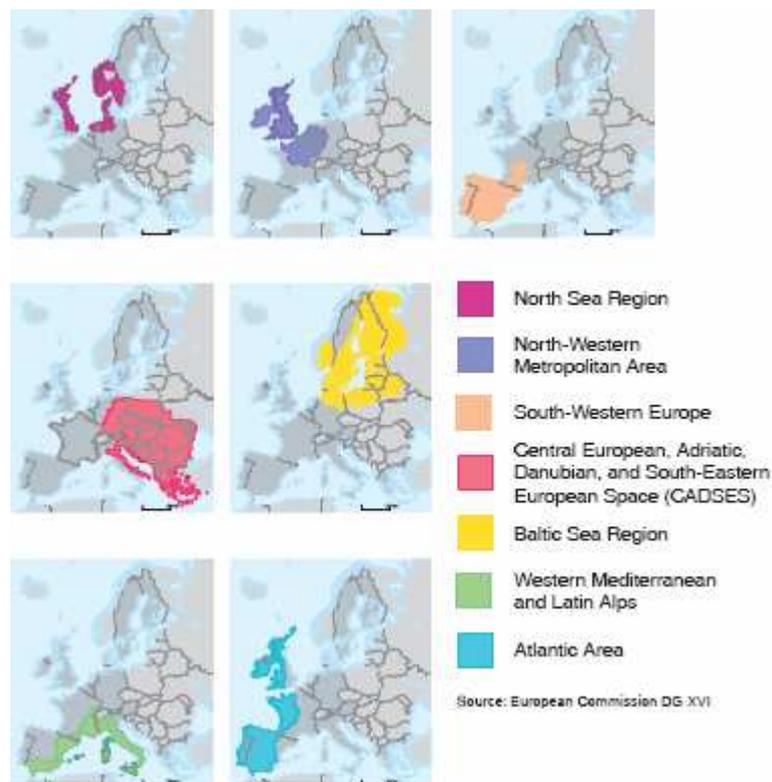
The objectives are:
- to contribute to balanced spatial development in the European Union, i.e. to promote economic and social cohesion through orderly and, as far as possible, optimum

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allocation of spatially effective measures, development of adequate communication networks, reduction of development differences and development of strategies for sustainability;

- to improve the spatial impact of Community policy with regard to spatial development; and

- to achieve improvements in co-operation aimed at transnational areas between the national bodies responsible for spatial planning, in such a way that development priorities are defined for adjoining transnational areas.

Programs for collaboration in spatial planning are:
- North Sea Region,
- Baltic Sea Region,
- Atlantic Area,
- South-Western Europe,
- Western Mediterranean and Latin Alps,
- Central European, Adriatic, Danubian, and South-Eastern European Space (CADSES),
- North-Western Metropolitan Area.

The programs adopt the above objectives with different weighting and orientation. For this purpose, a number of priorities (subprograms, which are broken down into measures and fields of action) have been defined for each program. In various combinations, these cover the policy options stated in the ESDP.

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Field of action / Program	North Sea Region	Baltic Sea Region	Atlantic Area	South-Western Europe	Western Mediterranean and Latin Alps	CADSES	North-Western Metropolitan Area
Development of joint planning processes and integrated program strategies		x				x	x
Development of polycentric urban systems	x	x		x	x	x	
Development of rural areas				x	x		
Improved relationships between urban and rural areas	x	x	x	x	x		x
Development of multimodal transport systems and improved access to infrastructures	x	x	x	x	x	x	x
Improved access to knowledge and information	x		x				x
Prudent approach to natural and cultural heritage	x	x	x		x	x	x
Economic development in the field of tourism	x	x	x		x		
Technical assistance	x	x	x	x	x	x	x

Source: ESPD document, 1999[2]

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[2] ESDP European Spatial Development Perspective. Luxembourg: Office for Official Publications of the European Communities, 1999

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APPENDIX

The Proposed Strategic Development Measures

No.	Indicator group	Strategic development	Programs, (projects
1	Natural conditions	Natural environment protection and sustainable utilization	Completion or review of the regulation plan of the Danube bank according to the norms created by the co-operating states; focusing on the protection of water quality, commercial, logistic infrastructure connected to transportation on the Danube and focusing on the realization of the river's recreation and tourism functions
2			Protection of Danube water form pollution coming from the catchment area (canalization, waste collection and management projects)
3			Riverbank protection Infrastructure to prevent erosion caused by the Danube
4			The landscape organization of the Danube bank with the elimination of brownfields and afforestation

5			Development of water supply management, water reservoir, drinking water and irrigation systems
6			Re-cultivation of polluted areas
7		Environment f reindly landuse	Flood protection works.
8			The establishment of filtered and thermal wells.
9			Universalizing environment friendly technologies in agriculture
10			Logistic centre development connected to water transport; the establishment of railway and road connections of the Danube.
11			Infrastructural development connected to water sports.
12			Development of catering and tourism.

1	**Human resource and settlement structure**	Tackling unemployment and subsistantial difficulties (development of self-supporting ability)	Establishment of transit-workplaces
2			Vocational training (adults)
3			Development of commuting (transport costs)
4			Financial support to employ unemployed people (wages)
5			Support of new enterprises
6			Development of contractor skills
7			Strengthening social economy (education to provide social services)
8		Harmonization of labor force needs and supply	Survey to identify local labor force needs
9			Forming the school education system to match labor force needs
10			Incentives for choosing shortage of professionals
11			Support of trainee programs (for labor market conformity)
12		Human resource development connected to the configuration of the Danube water route	Adult training (commercial, informatics, language, ecological, tourism, catering)
13		Development of services connected to water tourism	The education and support of new enterprises
14			Training of tourism program organizers

22 15		Development of R&D potential connected to the region's enterprises' needs	Emphasized economy and employment development actions for the centers of small regions with decreasing and aging population Creating contact between enterprises and educational institutions (for research and measurement services)
16			Organization of common educational and trainee programs
17		Development connected to the possibilities of displaying natural values and cultural heritage	Creation of supported workplaces in the field of landscape management and land art
18		Mitigating the weaknesses of settlement network	Strengthening employment facilities of small regional centers with development of enterprises, infrastructural development and investment incentives
19			Supporting the urbanization level of small regional centers by canalization, waste management and collection
20			Strengthening small regional centers by the development of educational and cultural functions
21			Creation of the yet missing regional road systems by the development of Danube-bank connections

22			Emphasized economy and employment development actions for the centers of small regions with decreasing and aging population
23			The development of public transportation between villages and local centers.
24			Complex rural development actions to revitalize border and mountain range areas.
25			Strengthening the commercial and transport system between regions.
26			Development of "Stopover" and resort areas on the Danube bank.
27		Development of the institutional system	Co-operation between national employment agencies.
28			Taking over the best practices of ESF projects.
29			The establishment of complex economy and employment development agencies.
30			The development of educational networks

1			Projects connected to the shipping possibilities on the Danube
2			Improvement of permeability of borders by demolition the coercions of cross-border transportation
3			Harmonizing cross-border public transportation by harmonizing timetables
4			Development of port infrastructure
5	**Transport and technical infrastructure**	Strengthening connection within the Danube.	The establishment of intermodal logistical centers by building ports on the Danube
6			Strengthening the link between the Danube bank and the national railroad transport system
7			Strengthening the link between the Danube bank and the national road transport system
8			Building bridges on economic geographically strategic points
9			Strengthening of the connection between the Danube and significant agricultural, industrial and commercial nodes
10			The establishment of missing ferry links
11			The establishment of professional and residential informatical infrastructure
12			Starting up tourism-aim shipping

1	**Economy**	Investment incentive	Enhancement of the role of Danube area by the creation of areas suitable for industrial development
2			Conscious incentive of investors, development of local attractiveness and marketing
3			Re-cultivation and industrial commercial revitalization of brownfield sites
4		Development of industrial competitiveness	Support of technological modernization of firms with high environmental risk and high employment
5		Modernization of agricultural production, development of agriculture's income, development of employment	Development of agriculture based on irrigation
6			Controlled marketing system for small agricultural producers
7			Support of the establishment of agricultural processing works
8			Strengthening agricultural knowledge transfer to strengthen agricultural competitiveness
9			Development of eco-friendly agriculture
10			Development of competitive sectors connected to logging and wood processing

11		Development of SMEs	Creation of harmony in regional production and consumption, Exploiting of local consuming capacity
12			The development of regional attractiveness for the multinational investors
13			The development of regional attractiveness by the development of business services
14			Establishment of infrastructure of areas suitable for the SMEs industrial-commercial activity
15			Technological, marketing and financial consulting for SMEs
16			Development of clusters for SMEs
17		Development of tourism	The selection of locations for the development of tourism industry: concentrated development of tourism services
18			Development of water activities on the Danube (swimming, thermal bath)
19			Development of water tourism infrastructure
20			Development of industrial sectors and services serving water tourism
21			Support of the formation of special local traditional product
22			Development of SMEs in tourism
23			Appealing SMEs connected to water tourism by arranging the Danube bank
24			Realization of a standardized tourism marketing
25		Development of knowledge-based and environment friendly industry	

7	**Institutional development**	Establishing the organization for the member state's common decision making and coordination	Common support of the complex utilization and sustainable development of the Danube's values
1			
8			Development of co-operation between local governments by best practices (Rhein co-op.)
2		Creating the national modul of the institution system harmonizing the supranational Danube strategies	
3		Institution appropriate for the country's regional development system, authorized for decision making following the principle of subsidiarity	
1	**Development of common co-operation**		Danube-bend – community development – development of the „Danube identity"
2			The elaboration of the Danube marketing. Creation of a Danube market.
3			The comprehensive introduction, organization of the values of the Danube (folklore, lifestyle etc.) and their intermediation to Europe
4			The development of common thinking and communication of Danube settlements (regional co-operation, networking), creation of regional cohesion
5			Exchange of the know-how and best practices of different regions by aligned cross-border programs
6			Turning Danube to a field of recreation