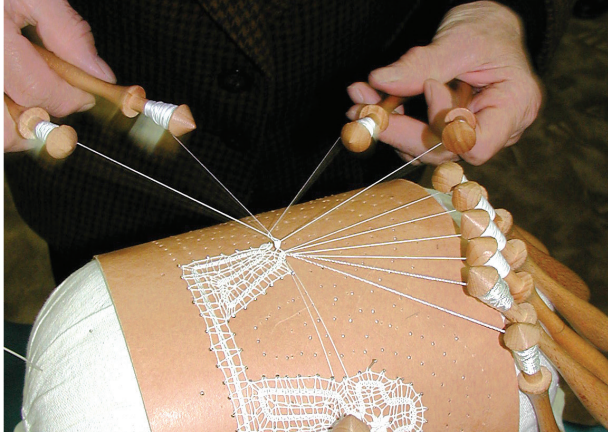
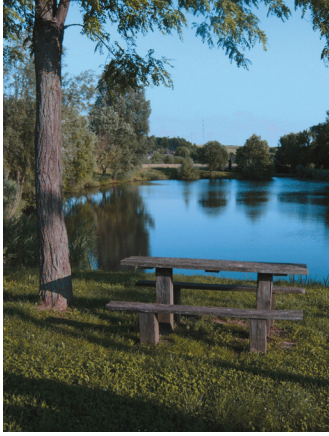

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Hungary-Croatia
IPA Cross-border Co-operation Programme

HANDBOOK

Pécs- Osijek - Čakovec 2014

DUPLO

HUNGARY-CROATIA IPA CROSS-BORDER
CO-OPERATION PROGRAMME 2007-2013

Drava Region Unified Planning Toolkit

DUPLO

HUNGARY-CROATIA IPA CROSS-BORDER CO-OPERATION PROGRAMME 2007-2013

HANDBOOK

Pécs - Osijek - Čakovec

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2014.

This document was produced with the financial assistance of the European Union. The contents of the document are the responsibility of the project partners implementing DUPLO project (IPA CBC HU-CRO) and do not necessarily reflect the positions of the European Union. Document reflects the process of research in progress by the project partners of DUPLO and it is developed in order to induce discussion and critical comments regarding evaluation of existing plans in the project area.

Hungary-Croatia
IPA Cross-border Co-operation Programme

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The project and the present document have been realized within the partnership of

Hungarian Academy of Sciences, Centre for Economic and Regional Studies, Institute of Regional Studies – lead beneficiary (KRTK)

Regional Development Agency of Slavonia and Baranja ltd (RRA)

Development Agency Municipality of Čakovec (ČakRa)

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Publisher: Hungarian Academy of Sciences, Centre for Economic and Regional Studies, Institute of Regional Studies, Pécs

ISBN: 978-963-9899-80-3

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The project is co-financed by the European Union through the Hungary-Croatia IPA Cross-border Co-operation Programme

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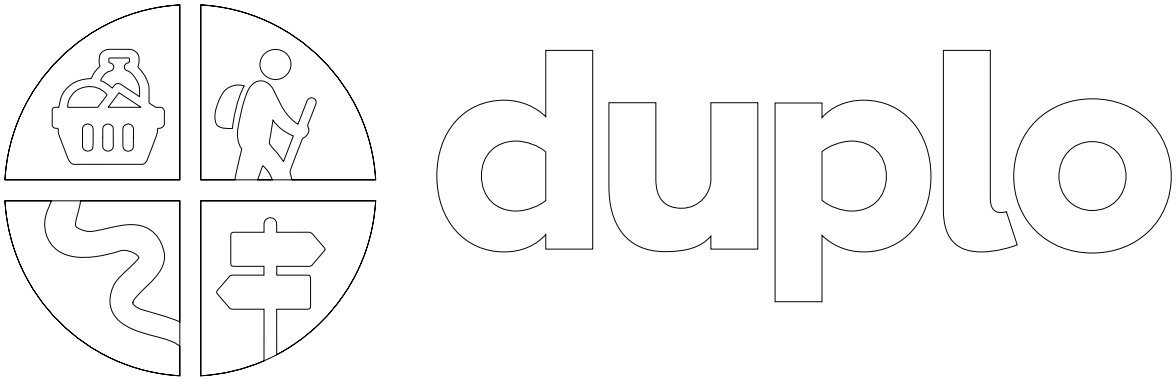
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Preface

The vision of DUPLO project, which is financed from the Hungary-Croatia IPA Cross-border Co-operation Programme 2007-2013, is to turn the Hungarian-Croatian cross-border region into a successful functional region based on joint co-operation activities and led by the principles of sustainable local development. The project was initiated with the aim to serve as a common planning framework for the cross-border region, enhancing the co-operation between administrative entities, local action groups and individual actors, with the special emphasis to the involvement of local stakeholders from both sides of the border in regional development planning and promotion of small scale stakeholders of the local economies.

The purpose of this handbook is to introduce the results of DUPLO project and to give practical guidance to local stakeholders on how to capitalize on the project's outputs.

The information contained herein is aimed mainly at local actors participating in the planning and realization of community development, such as local or county level governments, local action groups, local producers, alternative tourism providers, as well as other local actors that are both beneficiaries and initiators of development in the river Drava-region.

The handbook consists of five parts. In the first and second part there is a general presentation of IPA DUPLO project and its main outcomes. After that, there are two practical chapters that provide information on topics related to local food production potential cross-border financial sources in the 2014-2020 programming period. The last chapter of the handbook introduces the other main output of IPA DUPLO project - the web-based platform (www.dravaportal.eu) and provides detailed instructions for use.

This handbook was created thanks to the efforts of all project partners, namely the Research Centre for Economic and Regional Studies, Hungarian Academy of Sciences (Lead Beneficiary, Hungary), Regional Development Agency of Slavonia and Baranja (Project partner, Croatia), Development Agency Municipality of Čakovec (Project partner, Croatia) and South-Transdanubian Water Management Directorate (Project partner, Hungary).

DUPLO project team

1.

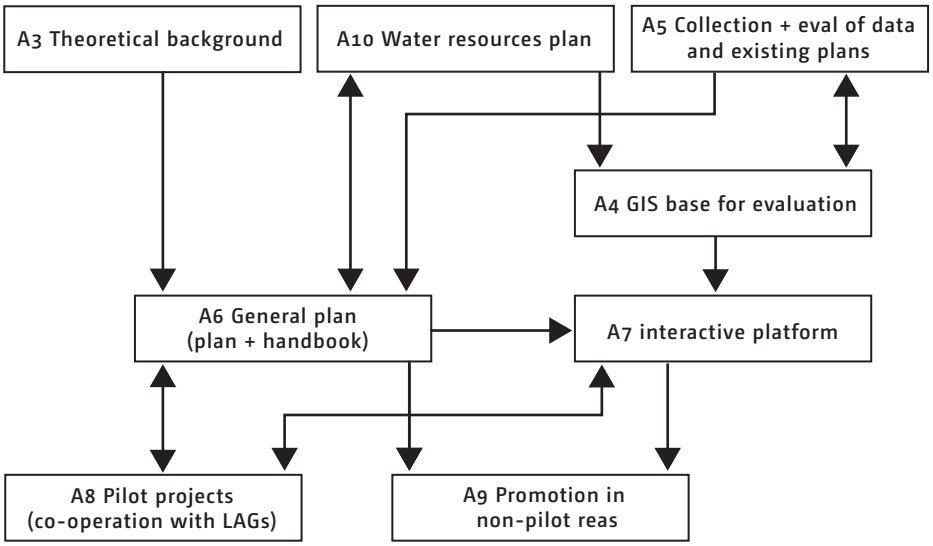
About IPA DUPLO project

The goal of the project was to create a unified planning toolkit for the Drava-region. The geographical scope of the project is approximately Zone B (40-40 km belt on Drava-bank on both sides, see Figure 1).

The project consisted of two main components. The first is a comprehensive framework plan for the whole region. The second is an interactive platform that ensures the publicity of the basic data and findings of the plan, facilitates interaction, networking and co-operation between local actors and promotes the region for "visitors". Activities of the project are shown on Figure 2.

Figure 1. DUPLO project area

Figure 2. Chart of project activities



GENERAL FRAMEWORK PLAN FOR THE DRAVA REGION

The plan-making part of the project aimed to bring under one frame existing territorial and sectoral plans present in the region, and to amend them with new elements to create a comprehensive, integrated planning framework. The territory has similar economic and social background (lagging behind, rural areas), and the conditions that determine future development are also very much alike (agricultural tradition, natural significance of Drava river and surroundings). For this reason the plan handles the area as a coherent whole, as a cross-border development region. The plan concentrates on three directions: local food production, alternative tourism and nature protection. Instead of prescribing development actions for local actors it serves as a flexible planning tool, providing a wide array of region-specific information, much of which is visualized through region-wide, unified maps.

DRAVAPORTAL.EU

The purpose of the DRAVAPORTAL web-based platform is to enhance the co-operation between the region's actors, as well as to serve as a common marketing tool for promotion of the region itself and its specific actors and products, especially local food producers and tourism providers.

The platform visualizes a large set of information concerning the Croatian-Hungarian cross-border region, including:

- points of interest for tourists (sights, events, accommodation)
- actors of different categories (local food pro ducers, tourism facility operators, local governments)
- different types of alternative routes of touristic relevance (bicycle routes, tracking routes, hor se riding routes)

Local actors: They are be able to create their profiles and in this way present and promote their businesses, products and services, learn about development conditions and opportunities, interact with other actors in related fields and share best practices and experiences.

Visitors: The platform is open to the general public. The uploaded information is searchable so as to assist visitors to plan a trip or to find a specific actor or product of their interest. Visitors are able to build their own maps and add their own points of interest. The framework plan and the platform are introduced in more detail in the following chapters.

2.

Territorial development in the Drava-region - Concluding findings of IPA DUPLO general framework plan

The Drava-region, despite being geographically one single unit, is divided among a multiplicity of administrative territories, and subject to regulations of many institutions (National Park; Inspectorate for Environmental Protection, Nature Conservation and Water Management; local and regional authorities etc.). Besides this, the area has been and is still dealt with by many development plans of different types, tourism, nature protection and local development being the three main aspects. In IPA DUPLO project an experiment was made and the entire region was handled as it was one single unit. A general framework plan has been created that bases on a massive situation analysis part and that has phrased some recommendations. These can be considered as priorities or general suggestions - it was not an aim of the project to give practical solutions or operational goals of development. The recommendations and priorities draw out a frame that allows a flexible adjustment of them to the changing needs and circumstances of the smaller sub-territories of the Drava-region.

MAIN STATEMENTS OF THE SITUATION ANALYSIS OF THE GENERAL PLAN

The whole analysed area is peripheral, rural and lagging behind. Social and economic indicators are well below national averages in both countries. Due to sequential crises in the past decades (collapse of socialist system, Yugoslav wars, general crisis of rural areas) the area has lost its resilience.

Within DUPLO project, an exhaustive situation analysis was made which based on the existing planning documents of the region, on interviews with local stakeholders and on statistical data available on the region. The main statements of the situation analysis are the following:

- Based on its natural characteristics, the area is most suitable for agricultural production;
- There is a high level of unemployment (excee ding the national averages) in almost all parts of the region;
- The level of education is generally low, which is coupled by insufficient competences in modern ICT tools (digital illiteracy);
- The whole region faces rapid loss of population due to natural decrease and out-migration;
- Local actors are very often lack of motivation and entrepreneur skills;
- Complicated and bureaucratic business proces ses hinder and discourage autonomous actions of local businesses;
- Local actors have insufficient information about each other.

The Croatian part seems to have better conditions concerning average incomes of the inhabitants, at the same time the figures for unemployment are more unfavourable. The population of the Croatian part has a higher standard of education. The ownership structure in the agricultural sector is different in the two countries: in Hungary, the fields are larger, number of agricultural businesses smaller, and the employment in agriculture is higher. The richness of this region in natural and cultural attractions is not reflected in the statistics for tourism.

The large number of planning documents prepared for the region does not entail diversity in proposed solutions for the identified (and very similar) problems. Planning as a tool is not yet recognised as a valuable input for future-formation. Implementation aspect is neglected in both countries and at all levels. Lack of individual solutions and creativity may reflect the low responsibility of the creators of the documents. Uniformity of solutions is likely to cause higher competition than synergy.

Within development conceptions of Local Action Groups and the analyzed planning documents as well, agriculture, tourism and relating local industries were seen as having potentials for development within the region. However, it was not clear how different smaller territories or actors intended to distinguish themselves from others, what the unique features or specialities will be within the proposed directions.

The LEADER-approach was recommended by the Hungarian LAGs, which promotes bottom-up development and territorial approach instead of sectoral. The low motivation of local actors was emphasized at almost all occasions. This puts an increasing burden on local organisations that try to arrange, guide and help their actions.

RECOMMENDED STRATEGIC APPROACHES FOR THE DRAVA-REGION

The strategy phrased within DUPLO project concerns the B zone of IPA HU-HR programme. The underlying preconception of the strategy is that handling the region as a coherent whole (thematic region) with the harmonisation of economic and resource-management activities would be beneficial for the entire region. This framework is prepared with regard to the common features and similarities within the territory. The recommendations are made for local economic development; social issues are only touched upon in connection with it.

As a starting point, we emphasized those sectors that we perceived as substantial, and the development of which can pave the way for an accelerating development – but not in the short run. This initial sphere of common activities can be widened in the future. The strategy highlights a specific face of the territory: the region rich in environmentally protected and agricultural areas, with one of Europe's cleanest and most natural river, the Drava flowing in its heart.

Overall aim of the common strategic frame

The proposals given here are no quick solutions for the identified problems. Rather, they are means to rebuild the inner capacities of the region. In this process, compatibility with the mainstream requirements of the global market is not a priority on its own, at least not in the short run. This strategy works in a long time-frame, at least 25 years.

The overall aim that this strategy has targeted is to restrain economic and social depression through labour-intensive, high value-added, small scale economic activities, by conjoining local actors and creating local supply chains.

Principles of development

It is not always the most innovative ideas or the largest financial support that makes the development of a region successful. It is often found that in the background of success stories and best practices there are a few simple but firm rules that, if applied consequently, have a vast contribution to the achievements. DUPLO project suggests the following principles to be considered at this region:

- cross-border regional development, thinking in the dimension of the Drava region;
- small scale economic activities that do not damage the local natural environment;
- striving for a high standard of every activity (innovation, high quality, proficiency, thoughtfulness, creativity);
- a regard for at least mid-term approach instead of short-term.

Pillars of development

Based on the above described characteristics and the principles of development, DUPLO project identified three pillars that can establish economic development in the region, with the enhancement of social and demographic attributes and a sustained protection of the natural environment. The pillars are equally important, and every initiative for development in this region should be in compliance with all three pillars. At the same time, the parallel and harmonised development along the three pillars is expected to generate synergies and multiply the value of any investment into territorial development of the region. We do not propose actions specifically for each pillar; recommendations are made for the mutual utilization of all three pillars in the end.

It cannot be expected that any of these development directions will reverse the negative socio-economic tendencies on the short run. They are much more rebuilding the economic capacities of the region or at least maintaining the present levels.

Pillar I. Small scale production of local goods

As the region possesses outstanding conditions for agriculture, this should be utilized and built upon. There is existing agricultural production in the region, but it is characterised by the dominance of large lands and farms of intensive production (especially on the Hungarian side). The large-scale agricultural businesses have a decreasing effect on the employment of local people – they replace labour with machinery. At the same time they are large sources of pollution (soil and groundwater). The strength of lar-

ge-scale agricultural production is their efficiency and – most importantly – the access to markets. Thus they are profitable and, despite their modern technologies and decreasing labour needs, they are still important players in employment.

However, to have a larger effect on employment, as well as a more even distribution of profits gained from agricultural activities, DUPLO project recommends the enhancement of small-scale agricultural production, conjoined with local industries and tourism. This is also in accord with the other two pillars. Local food products (fresh and produced) have an increasing demand, especially among consumers with higher incomes. The market of local products is also specific: they are most often sold directly from the producer to the consumer or with only one middleman in between. To better reach the market, local producers often join together to form marketing alliances.

Three directions of local food production and marketing should be differentiated. The three directions should be regarded as three 'stepping stones', that is three sequential levels of complexity, knowledge, entrepreneurial and marketing potentials of the businesses, quality and economic value.

1. local public service demands (serving the needs of public institutes like schools. This can be linked with public work programmes.)
2. local products for the market of individual consumers with high quality requirements and specific tastes
   a. local products for the demand of large towns (Pécs, Osijek)
   b. local products for the demand of local tourism
3. very high quality raw material production (e. g. meat, cream, butter) for niche-markets and customers with specific needs (e.g. gourmand restaurants)

Production for local public service demand (or even for own needs) can be regarded as first stepping stone. This is commonly linked with public work programmes. Reaching the market is not the primary goal of this level, only the surplus is sold; the main benefit is the satisfaction of local needs. So it has a small direct effect on the economic development of the territory but it paves the way for more complex business activities that can become competitive in global market terms as well.

The second and the third stepping stone is market oriented, the difference between the two is the quality, the type of the market (i.e. local or global) and marketing added value. In the second level, products are of everyday use of consumers, and they are substitutes to the products of large-scale production – but they are of better quality. Local inhabitants can rarely be a market for these products, so they should be channelled to standard or alternative marketing chains or sold directly. In the third level, the products are of a special quality, they cannot be substituted by large-scale products.

They have specific (global) niche-markets.

In all the three cases, the preconditions of production and marketing should be ensured: land, motivation and skills and assets of producers, management for coordinating production and marketing, continuity and quality of supply.

Local agriculture and local processing industry are dependent on each other, and to produce higher added value, lower seasonality in incomes and higher labour need, local, small scale processing industry should be developed parallel to agriculture.

Local markets are the show places of local producers with different characters, such as eco-markets, thematic markets, 2-hours markets etc. They should be developed and strengthened so as to serve as tourism attractions as well.

Pillar II. Alternative tourism

Alternative tourism can serve as a link between the other two pillars (local production and natural protection), a special kind of market for the region's products and natural values. At the same time, tourism should not be regarded as an independent development direction in this region. It can only be a supplement, and needs to be linked to other sectors.

Nature protection, despite its potential of being an attraction for alternative tourism, is also perceived as a hindrance of greater exploitation of the region for tourism activities. There are especially strong restrictions for the utilization of Drava River on the Hungarian side and in the case of National Parks. At the same time the values that are strongly protected, have a very weak marketing, and despite efforts of the Duna-Dráva National Park on the Hungarian side, information about natural sights in the region is very little.

Local products, another potential attraction for tourists, are seldom present in the tourism facilities. Except for a few events with gastronomy-related topics, the tourism of the region does not build on the benefits that local products may provide.

The region has a considerable number of attractions (cultural, natural etc.), however, they are located very scattered in the region, and there is a small number of sights or attractions of outstanding significance. Thus the linking of the attractions with each other is specifically important to reach a higher level of attractiveness. On the other hand, smaller attractions can be the sites of alternative programmes for visitors of large tourism attractions. Connection of large and smaller attractions is determined by time and cost of availability and the value of the smaller attraction.

Cultural tourism is in expansion stage recently with growing interests for it among potential visitors. The potential in cultural tourism and its related cultural heritage needs better exploitation.

At last, the road network of the region is very weak, and a special problem is that the river Drava is a great obstacle for the flow between its two sides. This also impacts tourism, however, it is beyond the scope of the regional level. On the other hand, alternative routes (e.g. bicycle, tracking, horse riding routes) can more easily be created, and with proper visual presentation they can become linkages between attractions and attractions themselves at the same time.

Pillar III. Nature protection

Environment protection is closely connected to the economy of the area (agriculture, processing industry, wood industry, tourism, services etc.) and in this sense represents the precondition for the economic activities that may grow in the future. Deterioration of the environment (e.g. uncontrolled exploitation of woods or pollution of water) may lead to the end of certain kinds of industries. At the same time, local production and tourism are only weakly involved in the sphere of nature protection, and this is possibly because of the irreconcilable approach of the different stakeholders.

Possible means of development – harnessing the synergies

The following recommendations are targeted at individual actors and local levels of decision making.

- Strengthening the establishment of value chains between small producers of high quality food products (or raw materials, finished or semi-finished products) and marketers (web-based marketing sites, farmers' markets, restaurants, distributers-mediators, exclusive food stores etc.)
- Enhancing collaboration between local food production and local tourism.
- Establishing competence and motivation for individual production and knowledge about modern ways of marketing (i.e. Internet)
- Creating attraction-packages for visitors by creating the linkage between sights, products and tourism facilities:
  - with the help of alternative routes – routes can be attractions themselves (e.g. bicycle routes, tracking routes, horse riding routes)
  - with the help of organized trips or events that guide the visitors through a chain of attractions
  - by creating a bunch of attractions of many types at the near surrounding of each other
- Creating and marketing the common image of Drava Region
- Creation of a quality controlled trademark for the products (and services) of Drava Region
- Using web-based promotion and information tools (DUPLO Platform was created to serve as a means to realize this!)
  - To promote the services, products, natural values and attractions of the region
  - To conjoin and inform the actors of the region in a network
- Strengthening trust between the stakeholders of the region (both within and beyond borders). Economic interest should be coupled with soft elements (friendly relations) to enhance co-operation
- Strengthening the communication sharing within Drava Region and with other regions or territories that are in similar situation

Organisational background

Since the Drava region is a cross-border space and is not officially accepted as a territorial unit of development, a transnational, independent (and non-profit) organization or association should be established to handle and coordinate actions in the region and operate the already existing, common tools, ascertain the subsistence and utilization of the outcomes of already realized cross-border projects. It can comprise multiple smaller, specific associations that cover smaller territories.

The organization should operate according to the LEADER-approach. It means that instead of sectoral approach, it should apply a territorial approach and make sustained efforts to get local actors involved.

The role of the entity that will work on communication, promotion and networking, providing direction for future development actions in the area is the *main precondition* for the implementation of any strategy and to ensure the sustainability of projects.

3.

Perspectives for EU financing of cross-border SME activities within 2014-2020

This chapter highlights the present condition of the Hungary–Croatia Cross-Border Cooperation Programme 2014-2020, under preparation for the time being[1], with special regard to the programme elements aiming at the promotion of the situation of small and medium-sized enterprises. It has to be emphasised that the programme has not been finalised yet and so changes are possible both as regards the priorities and the allocations. Accordingly, this chapter is basically a descriptive one; it is a guideline for the coming seven years about what types of programmes available for SMEs may be expected – without aiming at completion.

The economic relations of Hungary and Croatia

While the major part of the foreign trade of Hungary is implemented, in addition to the large European markets, with its neighbours, and so in export Romania has position two, Austria position three and Slovakia position four, Croatia has position 19, only, mostly correlating to the other ex-Yugoslav member states. This might mean that the Hungarian–Croatian trade relations have not been launched on a brand new track, and despite the traditionally mutually dependant markets we have difficulties in recognising the possibilities that we may offer to each other. Nonetheless the recent accession

[1]Date of presentation: 23 May 2014.

of Croatia to the European Union eliminated considerable – real and imaginary – limits which may have hindered cooperation with each other formerly. The border between our countries now only exists in our minds, and there are no legal obstacles any longer for cooperation, trade, and the flow of services, either at the level of large corporations, medium-sized, small or micro-enterprises. It is especially the level of the micro- and small enterprises where we can do a lot deliberately for the creation of openness and may strive for the development of products and services established with the consideration of the cross-border sales anyway, in a way that they meet the requirements of multilinguality and the different national regulations (the latter being almost negligible within the EU). Medium-sized and large enterprises usually made arrangements to meet these regulations a long time ago, already; however, they are far too inflexible to be able to take narrower regional opportunities into consideration in their business policy. For the micro- and small enterprises, on the other hand, it is the EU accession that may have a development potential.

Hungary–Croatia Cross-Border Cooperation Programme 2014-2020 (hereinafter: HUHRCBC)

After the IPA cooperation that is going to end soon, in the new programming period the new cross-border programme will be implemented by two equal EU member states. The objective of the programme of course is still to find answers to the issues and problems raised in the introductory part of this paper. Its goals include the maximisation of the cross-border impacts within the existing frameworks, and also the creation or strengthening of economic, social, community (public organisational) ties. The possibilities are promoted by the fact that this is the cooperation of two countries with similar development level and culture, connected by several historical bonds. The introductory part of the draft programme deals in depth with the situation of the border counties and their hinterlands participating in the programme and also with the special development needs of the peripheries along the border in certain places, which may be assisted just by the cross-border impacts. Of course it is not an easy task, either, to find the right indicators which mark the success of the interventions, on the one hand, and do not set unrealistic goals, on the other.

The draft programme is built along the following priority axes, on the ground of the decisions made by the programming "TaskForce" so far (in brackets: the related thematic objectives – TO[2] – and the investment priorities specified in the decree on the European Regional and Development Fund, ERDF).

[2] See Decree No. 1301/2013/EU (17 December 2013) of the European Parliament and the Council

Priority Axis	Title (thematic objective)	Allocation per investment priority[3]
1. Economic development	Improvement of the competitiveness of SMEs (TO3)	**20% (3b)**
2. Sustainable use of natural and cultural resources	Preservation and protection of the environment, promotion of resource efficiency (TO6)	**40%(6c)+15%(6d)**
3. Cooperation	Cooperation – increase of institutional capacity and efficient public administration (TO11)	**12,5% (11)**
4. Education	Investment in education, training, including vocational training and lifelong learning, by the development of educational and training infrastructure (TO10)	**12,5% (10)**
5. Technical assistance	TA	Not finalised yet

The programme will be eligible on the Hungarian side, according to Gov. Decree No. 1865/2013 (19 November) a total of € 34.843 million, whereas the total estimated budget of the HU-HRCBC is approximately € 67.238 million + 15% national co-financing. Along the respective priority axes we find the volumes of the allocation percentages planned for each resource. As the weight of technical assistance is 0% for the time being, this breakdown is certainly going to change – nevertheless the proportions are well visible already. With the priority of economic development being awarded twenty per cent of the budget of the programme, despite the fact that it is a programme of pilot character by the creation of the direct eligibility of SMEs, the creators of the programme expressed the importance of the development of small and medium-sized enterprises as a vital factor of the development of the region. At the same time they showed some bravery, as cross-border programmes have never before included direct support for businesses in the region.

Planners in the Hungarian–Croatian programme (as well as in some other cross-border programmes) are most concerned about whether, besides the creation of the direct eligibility of SMEs, business are able to find partners across the border, i.e. whether they get through the first and most essential step of the road to successful applications. (In the 2007-2013 pre-accession programme the role of SMEs was not dominant.) The basis of this concern is usually the analysis of the current situation of the operational programmes, in which linguistic and mentality disparities are highlighted as the largest obstacles blocking the cross-border activity of enterprises; also, an objective of the programme is to emphasise newly established relations and not to support already existing relations viable without the programme intervention (e.g. it is not any cross-border auxiliary or subsidiary of an enterprise seated in one country that should be specified as "cross-border partner"). From this aspect the objective of the priority axis is still to detect the adequate and

[3]See Decree No. 1301/2013/EU (17 December 2013) of the European Parliament and the Council

real cross-border impact. Planners, in addition, usually try to exclude parallels with the national programmes and see as problem the appearance of identical or similar priorities in the national economic development programme for 2014-2020. (In Hungary these goals will primarily be implemented in the Economic Development and Innovation Operational Programme, in Hungarian acronym: GINOP.) Cross-border programmes, however, can not only be taken as competition for the national programmes but also as their completion: the speciality of cross-border programmes lies in the designation of the region and the cross-border impacts (partnership, multilinguality), and their primary objective is the compensation for the special handicaps (peripheralisation) coming from the existence of the border. These regions thus do not necessarily have any advantage, despite the occasional parallels, compared to the areas only supported by the national programmes; instead, using the opportunities offered by the CBC programmes they can harmonise cross-border economic networks in a special way, or, like in our case, they may create or recreate them.

Taking these aspects into consideration planners saw it reasonable to implement economic development objectives in the Hungarian–Croatian programme by the thematic objective 3b[4] for creation of the direct supportability of SMEs. The introduction of the intervention areas and indicators related to this thematic objective is now to follow. (These are available as plans in the draft of the operational programme on the website of the cooperation, but after their approval planned in the summer of 2014 the final programme will also be available on the website. Access to the draft in May 2014 was at http://www.hu-hr-ipa.com/en/documents-draft-op.)

Specific goals and supported activities of the thematic objective related to business development (TO 3)

Planners have identified two specific goals within the thematic objective 3b. The first one is the promotion of business cooperation among SMEs on the two sides of the border, the indicator of which is deepened business cooperation among SMEs. Planners want to measure this with the intensity of import and export activity of SMEs among each other, the baseline value for which was set on the basis of a survey of SMEs, and a moderate but for the region significant increase of 5% is targeted by 2022, the final year of the programme. This indicator is hard to measure but can be seen as an attempt for mapping cross-border regional trade relations to some extent.

The other specific goal (3b II.) is meant to improve the accessibility and quality of tourism related services operated by SMEs on the two sides of the border, the planned indicator for the measurement of achievements is the growing range of services related to tourism offered by local SMEs at the end of the programme, also with a questionnaire survey.

[4] "Elaboration and implementation of a new business model for SMEs – especially in order to promote their internationalisation" Source: EU Decree No. 1301/2013 of the European Parliament and the Council (17 December 2013.) on the special arrangements concerning the European Regional Development Fund and the objective called "Investment in growth and job creation", and on the repeal of the EC Decree No. 1080/2006.

The intervention areas of the programme, in addition to the technical task of setting up an SME development consortium, cover the following areas (according to the plans, through "de minimis" supports available for SMEs):

- joint technology, service and product development and internationalisation;
- joint development of energy efficiency;
- joint development of tools and services used for marketing, promotion and shows, and
- participation in training courses for the successful operation on foreign markets (language skills, cultural habits, technical skills, challenges of succession).

As we have already mentioned, definite target groups of this programme element are SMEs in the neighbouring counties along the border (an SME from a related part can only be eligible in exceptional cases), while beneficiaries are development consortium/consortia integrating SMEs in a simplified system.

The remaining part of this chapter is the introduction of the draft of a consortium to be crated for the solution of this issue. In order to solve the problems of searching and finding partners mentioned above, planners decided to start the establishment of a special, so-called "PP Light-Scheme" (Easy Project Partner System), using a Dutch example. (It must be emphasised again that at the time of the writing of this essay the draft has not been approved yet, and planners still have the opportunity to intervene into the system under construction.)

PP Light (not yet known SME) System

The PP Light System (in short: PPLight) was created in order to assist as much as possible the integration of SMEs into cross-border cooperation projects. The system is the adaptation of an existing example, as e.g. within the Flanders–Holland INTERREG IVA (B-NL) programme it was already successfully applied for the continuous inclusion of SMES in the 2007-2013 period. In addition, ideas include, just as an affect of the planning process of HUHRCBC, a further application in the Hungary–Slovakia Cross-Border Cooperation Programme as well (HUSKCBC). The difference in the latter programme is that it will be implemented under the (already cited) TO 6c thematic goal of the ERDF regulation, and so participating SMEs (especially in the field on environmental protection and tourism) will be categorised by their sector.

The essence of the system is that after the approval of the complete operational programme a consortium will be created from a part of the resource allocated for Priority Axis 1, through which the would-be projects will be implemented. This consortium (or these consortia – in the case of the application of several parallel PPLight systems) will act as Lead Partner(s) in the respective projects, and the other social organisations and SMEs will be able to join as project partners at any time of the duration of the project. It means that at the launch of the project it is not necessary to know the SMEs to join later, there is more time for finding cross-border partners as well, even with the active assistance of the consortium. The budget related to the PPLight activities will not have to be amended in the future.

Projects to be implemented in the PPLight system will consist of the following phases:

Phase 1 - Creation of a cross-border SME development consortium
Phase 2 - Project generation
Phase 3 - Definition of cross-border SME project concept
Phase 4 - Development of project proposals
Phase 5 - Implementation of cross-border SME projects

The consortium leading the project could be a business development organisation, but there are serious plans for implementation through a European Grouping of Territorial Cooperation (EGTC) as Lead Partner. According to the Central European Service for Cross-border Initiatives (CESCI), the "EGTC is an innovative solution of the European Union for the provision of long-term cross-border cooperations". During the publication of the drafts, the Pannon EGTC as a potential Lead Partner has already been specified, but this cannot be taken as the final version, knowing the planning process of the recent period of time. An argument for EGTC-s is primarily the fact that as legal entities they have cross-border impact on their own, as they allow the joining in of partners from both sides of the border (in fact, potentially from several neighbouring member states). Other experts argue for the participation of a national organisation in several cross-border programmes, like the Hungarian Business Development Foundation (HBDF) or Hungarian Investment and Trade Agency (HITA) in Hungary, and HAMAG Invest in Croatia. From the implementation of the direct SME support, by 2022 approximately 100-100 SMEs from both sides of the border will have to receive financial and/or non-financial assistance within the PPLight system, and private capital worth approximately € 2.5 million is planned to be included in the programme during the seven years, as co-financing of SMEs.

Further sums planned in relation with the programme are as follows:

- average project size: € 200,000
- planned number of SME projects: 50
- Total budget allocated for SME projects: € 10 million
- Operational costs: approximately € 3.5 million

Opponents of the introduction of the PPLight system (who prefer the support of SMEs through traditional project generation) argue with the high operational costs in the first place. When assessing the system, however, one must consider its pioneer character in cross-border programmes. If a successful consortium is created, the system may even become self-sustaining, in the case of application of adequate related financing tools in the coming cycles.

4.

Short food chains, local markets in France

The cosy markets of the towns and village of France offer a good possibility to get to know local fresh products, the characteristic tastes of the countryside, and in some markets we are even treated to gastronomy shows. In the shade of the plane trees we can feel the scent of cakes, cheeses, wines and spices. It is good to shop on markets. Shopping on markets is much more than simply buying; shopping on markets is a very pleasant pastime.

With some simplification we can say that local (producer) market is perhaps the best known and most popular form of short supply chains. Sales on local or producer market is now living its renaissance all over Europe. The paragraphs below inform the reader about what is common in local market and short supply chain, what is the difference between a market and a local (producer) market, why these forms of sales are getting more popular and what auxiliary impact it has on the development of local economy. We will look at what types of the short food supply chains (SFC) have evolved. Under the plane trees and amidst the scents and colours we will understand the way they work and will see why these alternative forms of sales are successful in those countries where this renaissance has started. As we will see, the recipe is quite simple and even the ingredients seem to be available.

Short food chains, direct sales, producer markets

On so-called local (or producer) markets direct sales is typical, in fact, in the majority of cases distributors are not even allowed to sell their goods on these locations. Several types of the short food chains (SFC) exist, and only one of these is local market. Direct sale happens when there is no mediator in between the producer and the final consumer, i.e. the producers sell directly to the consumer. Short food chains include, however, all sales where there is only one mediator between the producer and the consumer. So the chain is short not in physical distance; short refers to the number of mediators. It is decentralised, regional food chains where it is the easiest to decrease the number of mediators to the minimum, and also the “travelling” of the foods. Direct sale in this approach is a special type of short chains. It is remarkable that the French practice differentiates between direct sale and short chain: in the case of the former the distance limit is 80 kilometre radius around the production site, while in the short chain distance is not an aspect considered. In the case of a local market, the attribute “local” typically relates to some administrative boundary (county) or to some regional unit, but it is very important too that goods produced and processed in a traditional way (not in large-sale plants) can be sold on the market, only. If the product is sold on an external market, origin and quality are guaranteed by certificates of origin referring the specialities of the production site (e.g. AOC).

Penetration of short chains and local markets

Besides multinational shopping centres that are the great winners of globalisation and small shops that are the great loser of the same process, traditional markets have been able to keep most of their positions, the background of which is not that people go to the marketplaces more often but that during one shopping session on the markets they put more products into their baskets. Shopping on a market, however, does not necessarily mean either the preference of local products or the spread of short chains, because although local producers may be present on the classic marketplaces and direct sale may take place, the presence of distributors and non-local mass products from wholesale markets is at least as typical.

These days the overwhelming majority of food trade is done in large, typically multinational shopping centres, and only a small but growing proportion by various alternative sales and supply methods. These include direct sale and the various kinds of short food chains as well.

Several types of short supply chains exist, in which producers try to ship their goods in the shortest possible way to the consumers. Each has their advantages and disadvantages as well. Cutting the marketing chain short is beneficial both for producers and consumers. The common features of the many different solutions demonstrate the point of the short food chain: this is a network created among producers, consumers and rural development stakeholders, a renewable production, sales and consumption system, a bottom-up partnership comprehensible as an alternative against industrial scale production.

The penetration, more exactly the rediscovery of short supply chains started in the first half of the 1980s, as a response of producers evolving from efforts to avoid the extra profits of commerce. This profit can be retained by the producers if they manage to keep the marketing chain short; the shortest way is for producers and consumers to meet directly, physically. This leads to advantages and further positive externalities for both parties, and local social, economic, environmental and cultural impacts are also worth mentioning.

The spread of short chains is supported by the appearance of new problems coming from the growing share of urban population and the negative consequences of large-scale, industrialised agricultural production. The path of the food is so long that it is almost impossible to follow, and the more and more frequent scandals about foods also significantly decrease trust of the consumers and strengthen the need for good quality foods from reliable sources. Some of the consumers are not only concerned about their own health but are also becoming more and more sensitive to ecological problems. A change of attitude of consumers has already started, although hardly visible at global scale but becoming more and more important in advanced economies. Decisions made on solidarity grounds on local or regional levels (where solidarity is still comprehensible) also promote the penetration of SFC-s, the increase of the demand for local foods. Customers, when selecting among foods, are looking for healthy, reliable and high quality ones. In addition to conscious ethic, solid and protectionist consumers there are also consumers who are looking, besides the extra values related to consumption, for moods and feelings as well.

Not last, local economic development aspects also promote the penetration of short chains. It is easy to recognise that short chains lead to the increased volume of trade within the region, the multiplication of rural resources, they create jobs and so their rural development impacts are obvious. For all these reasons rural policy has acknowledged that short chains are an important tool to be supported, and not only by financial means but also by the decrease and simplification of administrative burdens. The direct relationship between producers and consumer strengthens trust that is the foundation of the healthy operation of a society.

The development of short chains is considerably promoted by the already natural use of the Internet, the rapid penetration of the world wide web, and also by the recognition by higher standard restaurants of the extreme importance of quality raw materials; such restaurants are now buying ingredients of their recipes from local, often small-scale farms instead of purchasing goods produced in large-scale, quasi industrialised establishments. Another significant development push for SFCs may be if procurements in public sector catering are also done with greater care and with preference for local developments.

Types of short supply chains

There are several alternatives for getting the goods produced by farmers in the shortest possible way to producers (each with both advantages and disadvantages). By cutting the supply chain short, producers can sell their goods at better prices and consumers can buy them at better prices too. Direct relationship allows the articulation and assertion of special needs. Without aiming at completion, the most typical forms are as follows:

- **Sales from the farms:** consumers have to travel there, and producers have to tolerate visitors. Consumers, on the other hand, have guarantee about the origin of the products and can bargain a better price than market price, while producers can save the time and costs of shipments to the marketplace, and of course can realise a higher price.
- **Sales by roadsides**
- **“Pick-it-yourself” campaigns**
- **Farmers’ shop:** several producers cooperate to sell their own products. These shops are typically operated by local social organisations. A community is organised around production, sales and consumption, different interests can be reconciled and mutual advantages can be guaranteed for one another.
- **Shipment home or to collection point:** a great deal of trust is needed for the long-term operation of such a system. Its advantage for the consumers is comfort, while producers may gain a long-term and stable clientele.
- **Shopping circles:** these societies usually created on friendships or workplace relations may be organised ad hoc, and for long term. One of the motivations for the creation of circles is the division of organisational tasks (requiring much legwork otherwise).
- **Consumption/consumers societies:** More complicated forms than the previous one, with legal entity; they may be societies, foundations, cooperatives. Producers and consumers manage their common affairs with opportunities and guarantees provided by legal frameworks (e.g. Seikatsu).
- **Basket service:** consumers participate in the financing of the production. Farmers assess at the beginning of each production season the costs of the given season, the quantity of the crops (adjusting to the needs of the stable clients), and they issue “shares”, accordingly. Consumers this way finance production in advance, up to a whole year.
- **Sales on the Internet**
- **Participation and sales in festivals**
- **Guest table, rural tourism**

Development impacts of short food supply chains

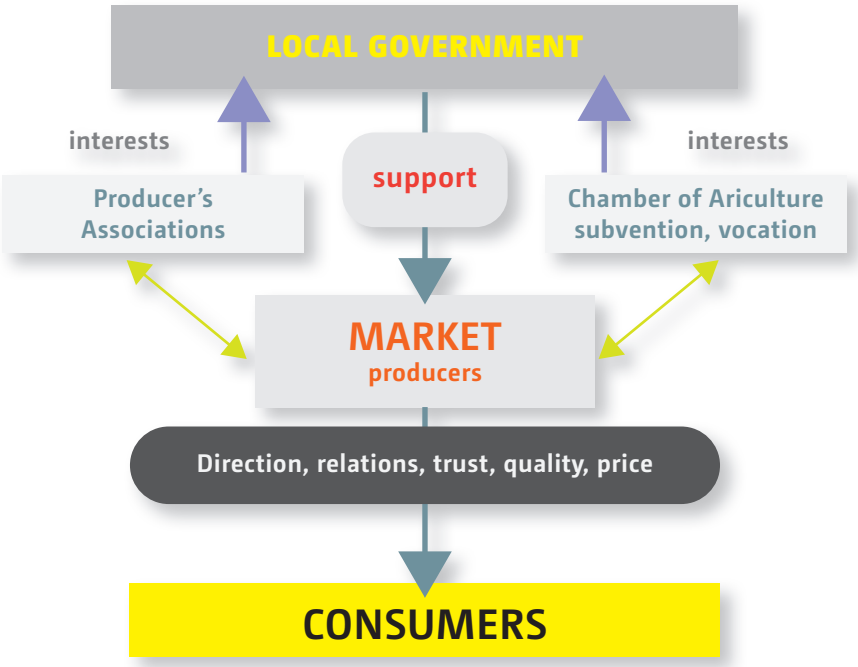
Short food chains have evident positive social, economic, environmental and cultural impacts. Social impacts include the increase of trust in general and community development, which may even lead to the strengthening of social solidarity. Economic impacts can be interpreted at business (micro) and regional level. Micro-economic impact at the producer is typically extra income realised due to the appreciation of the production site, traditional skills and native species, while at regional level main benefits are the dynamised rural economy, the multiplication of the local resources. Processing locally and direct sales generate new jobs, and multiplier effect may appear in tourism as well. Ecological impacts are less obvious, but the growing popularity of small-scale systems, reduced need for transport, storage and conservation, environment friendly farming and processing methods evidently have positive yields. Finally, cultural impacts include the preservation/revival of local farming traditions, which assists the preservation of the cultural heritage values and increase touristic attraction.

A well organised SFC is good for the producers as it inspires them to produce higher added value, allows diversification and the more exact mapping of consumers' demand. It is also advantageous for consumers because, given a connection to producers and partly the production site, they have exact information on the products. Not last, it is advantageous for rural areas by intensifying rural local economy.

Short chains and local markets in France

Below one can read about the practice of the SFCs and the organisation of local markets in France. In the elaboration and application of alternative food supply and food trade methods France has reached considerable achievements already.

Figure 3: Structure of participants



after: Kujáni 2012

The development of local producer markets started in the 1980s, on the bottom-up initiative of various agricultural, typically peasants' (farmers') cooperatives and associations, and with the efficient organisational assistance by the chambers of agriculture, accompanied by a major support of the municipalities (typically by infrastructure development, provision of marketplaces at preferential prices and marketing). The initiating associations introduced and operate serious control systems, chambers of agriculture organise trainings and forums and assist farmers with consultancy, but above all they mediate the general interests of producers to the municipalities and public institutions at higher levels. This cooperation structure is demonstrated by Figure 3.

The organisation of alternative sales forms has proved to be quite successful in France. It is especially local producer markets that increased their popularity, and another achievement is the very successful integration to rural tourism in rural regions that are the most popular tourism destinations (Provence-Alpes-Côte d'Azure, Languedoc-Roussillon, Alsace, the valley of the Rhône and Loire rivers etc.). As an effect of these bottom-up, successful actions, programmes also appeared at national level (National Food Programme; Development Plan of Short Supply Chain), and in the Act on the Modernisation of Agriculture in 2010 SFCs are not only specified but also their development is given a significant emphasis. National level measures, however, are worthless without their application at regional and local level. The list of regional level plans and measures includes a number of successful local programmes, in which two things are always present: i) the focus in each case is on the production of quality foods, the cooperation of producers (agricultural farmers and handicraftsmen), consumers and local politicians, and on local economic development, above all the strengthening of the relationship between cities and their hinterlands; ii) the development of short food chains is always given a special role. The long-term success of SFCs is impossible without a tight integration to public sector catering, which requires local and national public administration decisions. Despite the positive examples, the development of short food chains is still hindered by several factors:

- The data and information necessary for producers and/or consumers are often missing.
- The substantial demand for time, typical for all sorts of short chain sales, takes a great deal of patience of both producers and consumers.
- The successful organisation of an SFC is a complex task. The same, typically family farm must have professional expertise in production, processing, organisation, sales and promotion. This is evidently unfeasible without broad partnership cooperation, and so trust is also an important element in the successful and sustainable operation of the system.
- The lack of processing industry capacities and the considerable resource demand of investments necessitates financing methods, supports and again, significant cooperation frameworks.

SWOT analysis of short food chains

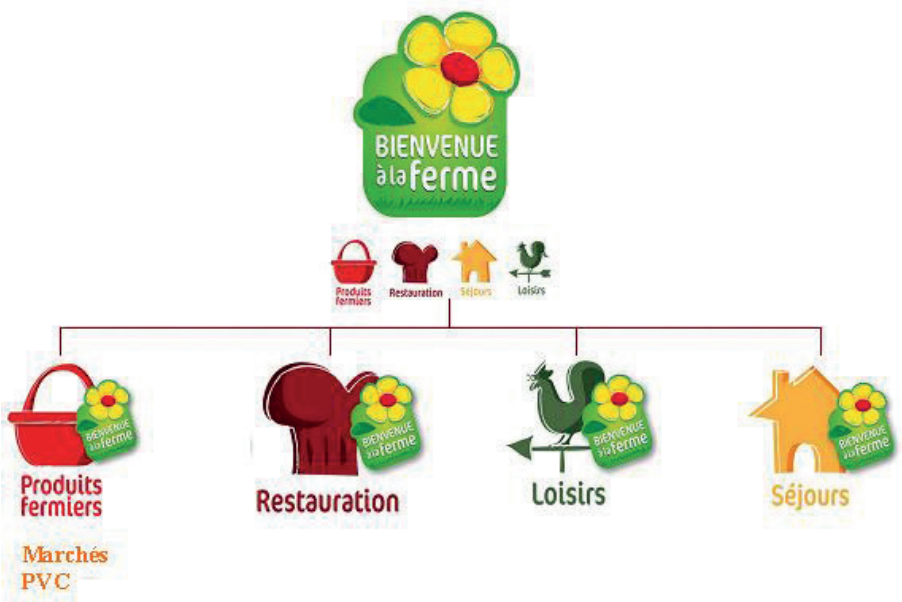
Strengths	Opportunities
· continuous increase of demand, · sales of ripe fresh products, traditional and handicrafts products, easier sales · immediate incomes, · known sales points (local market), establishment of trust	· growing demand by society, · appreciation of community media, · change of consumer behaviour, · restaurants: a shift to quality products
Weaknesses	**Threats**
· transparency of food security · uneconomical logistics processes, · deficiencies of the skills of trademarks, · lack of cooperation by producers, · lack of trading skills, information, · lack of consultancy background	· further spread of trademarks which can lead to a mistrust by consumers, · decrease of solvent demand, · halt of subventions, · legal harmonisation and background, · forgers, manipulation

Local producer markets

Ancestors of today's local producer markets appeared and became popular in the 1930s in the United States. These markets originally offered fresh vegetables and fruits, later also other handicrafts products, still later their supply was widened with restaurants and events. With the progress of globalisation, these markets almost completely disappeared, to appear again just as a response to the negative impacts of globalisation, now more typically in Europe. Today we can see a clear renaissance of producer markets. In the Netherlands a development path opposite to the US one showed up. The owner of a coffee shop wanted to enlarge the circle of his guests by organising a producer market beside his terrace. Now in many countries of Europe these producer markets are popular and successful, and there are tens of thousands of them. Shopping at a local producer market is much more than simply doing a shopping, these extra services, the special atmosphere can be used in the propaganda of these establishments. Successful examples convinced the European Union to heavily support the different forms of short food chains, and this trend has become very strong in the 2014-2020 support policy of the Union.

The success of the producer markets in France was founded by the smooth cooperation of local producers associations, regional chambers of agriculture and municipalities. The association founded by the chamber of agriculture, called „Bienvenue á la ferme" (Welcome to the farm!) is an important element in the support of sales from farms. The association does its best to activate and motivate producers, it organises trainings and creates the internal, very strict system of quality control. The established logo system (Figure 4) promotes local products with the use of road sign posts, brochures and the Internet. The initiative "Bienvenue á la ferme" consists of four elements: local products, restaurants, local programmes, and accommodations. The chamber of agriculture has introduced a separate logo for local producer markets and makes all kinds of local markets easily searchable and accessible on its website.

Figure 4: Logo system of "Bienvenue á la ferme"



5.
DRAVAPORTAL.EU

This chapter is a “users manual” to DRAVAPORTAL.EU platform that has been developed by IPA DUPLO project. There is an initial sphere of content on the platform at the time of its launch, but after that it will operate as a community-run webpage. Any registered user can upload routes or points of interests, and users can also register their businesses on the platform to present their products or services.

Three main features of the portal are available without registration. These are the three main contents at the middle of the front page: Products, Sights and Map.

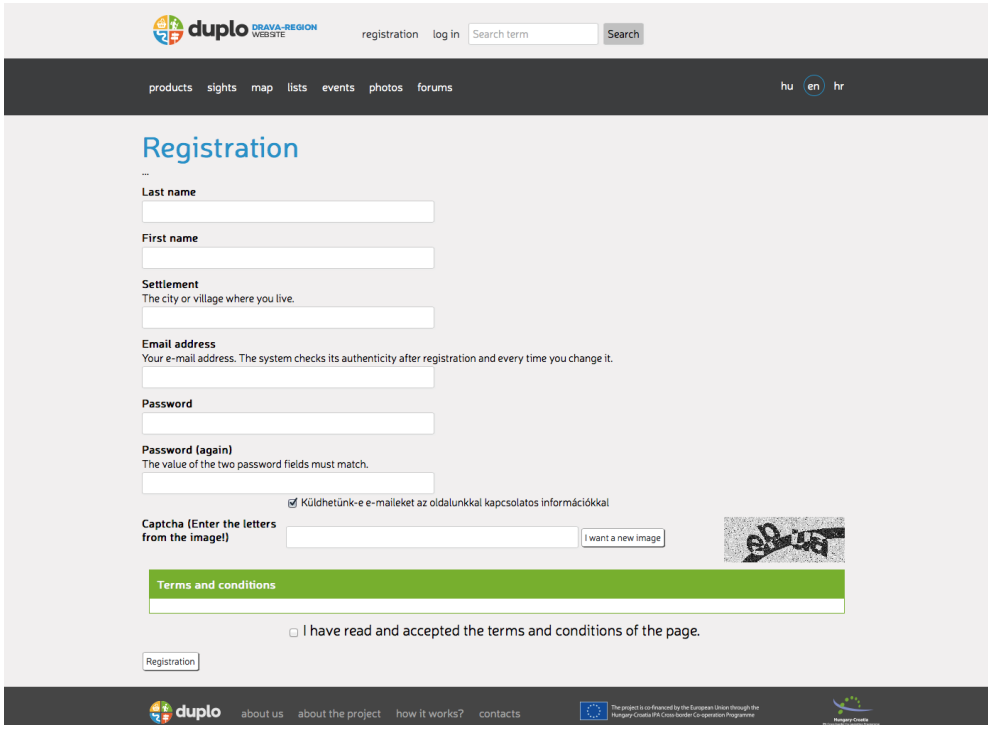
Clicking on *Products of Sights*, a list will appear with all uploaded content, and a categorization on the left that helps browsing among the items. There is a *search* field above the list which helps to find specific items between the categories on the left.

Clicking on the *Map*, the we will be directed to the interactive map of the Drava region. All content of the platform can be visualized on the map by choosing from the categories on the right. In addition to the contents that are uploaded by users, there ore some other “basic layers” that were uploaded by the administrators. They include nature protection areas, Natura2000 areas, administrative boundaries.

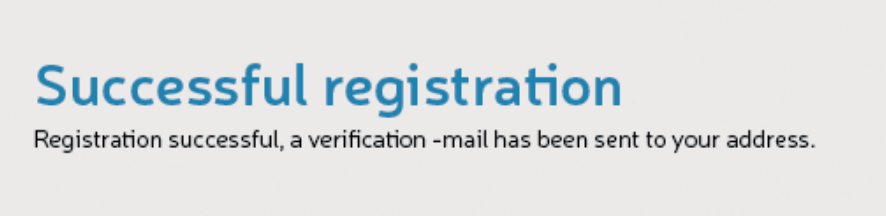
Registering and creating an account

To be able to access functions such as editing, adding particular products/services, producers and other items provided by the DUPLO application, one must first register.

This is done by selecting the Registration button in the menu.



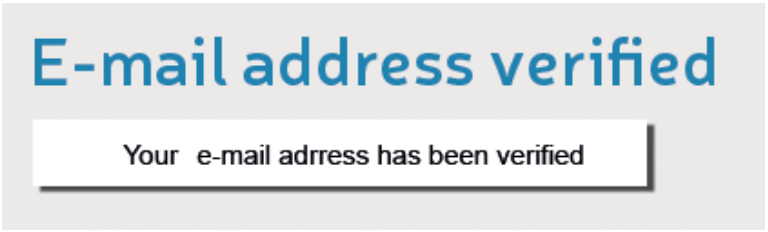
When a new window opens, the required information should be entered in the envisaged fields. Once the Terms and Conditions have been accepted, click the *Registration* button for confirmation. The window will close and a new one will open saying *Successful registration.*



A message containing a code within a link will be sent to the registered email address. When you click on the link, the portal will open again on the home page with the message *Address confirmed*, and you are now logged in to the application with your email address and password.

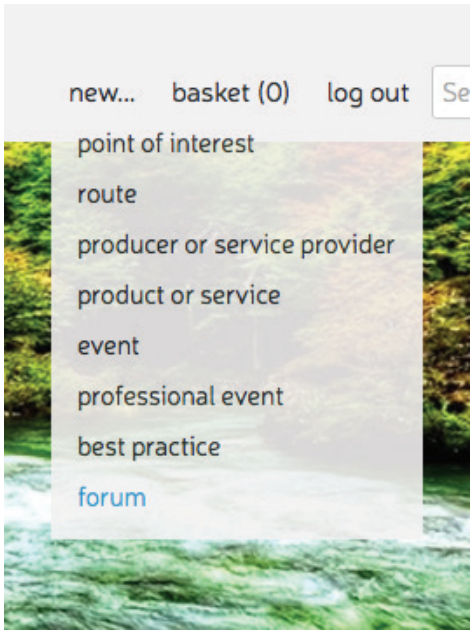
Managing the user account

By entering the application you will be able to edit your account with your own information by, for example, adding and editing points of interest (POIs), producers and service providers, products and services, routes, development plans and tenders.
During the first addition the process will set a condition that needs to be confirmed.

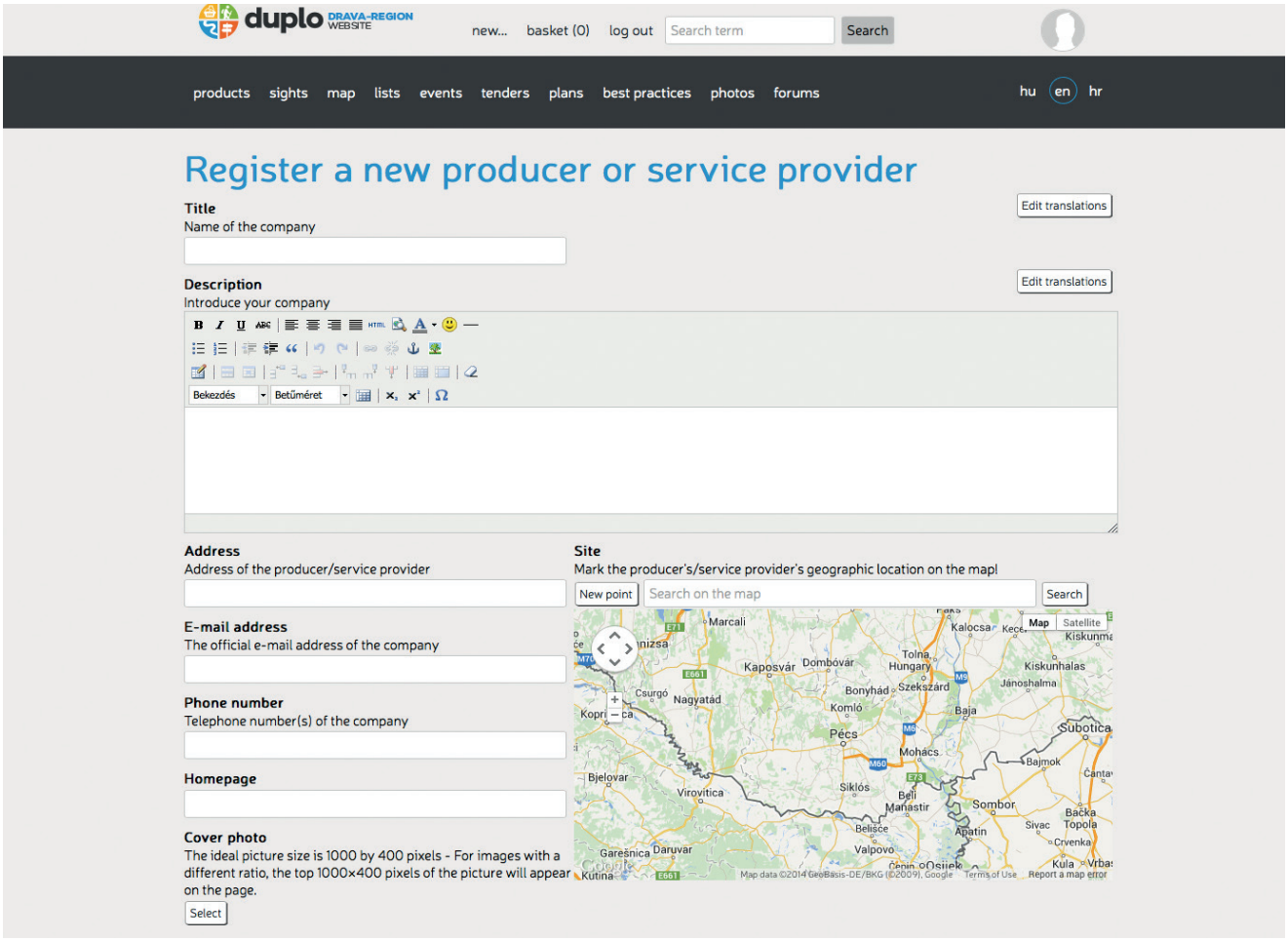


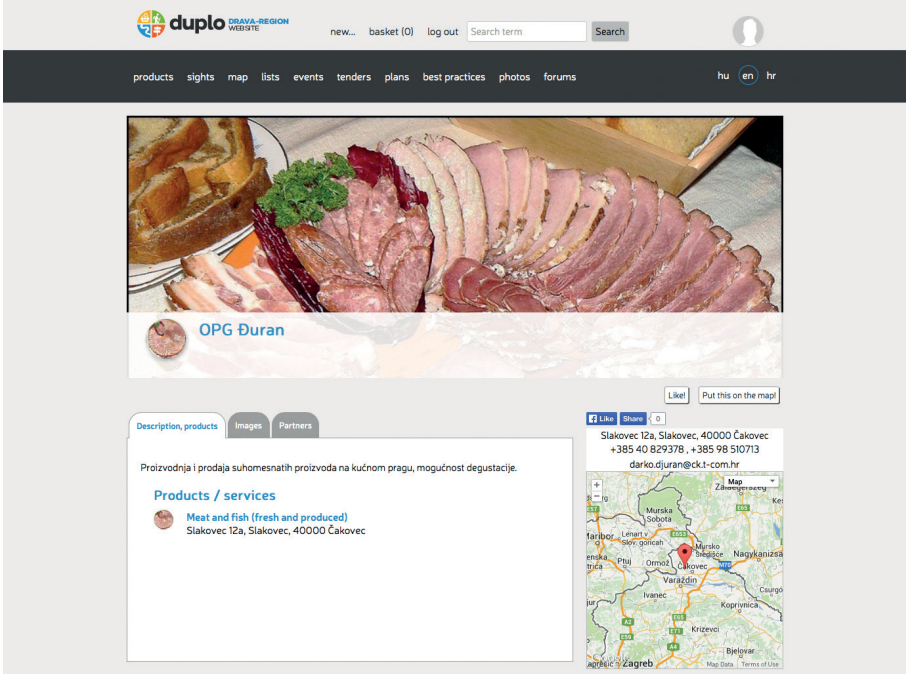
Adding producers/service providers

The process of entering information will be explained on an example of adding a producer/ service provider. All other entry options function in the same way.
In the menu *New* on the top of the page select among the already offered options.
After selection, a new window will open with empty fields that need to be filled in.
The fields *Name* and *Description* have an entry option in three languages.

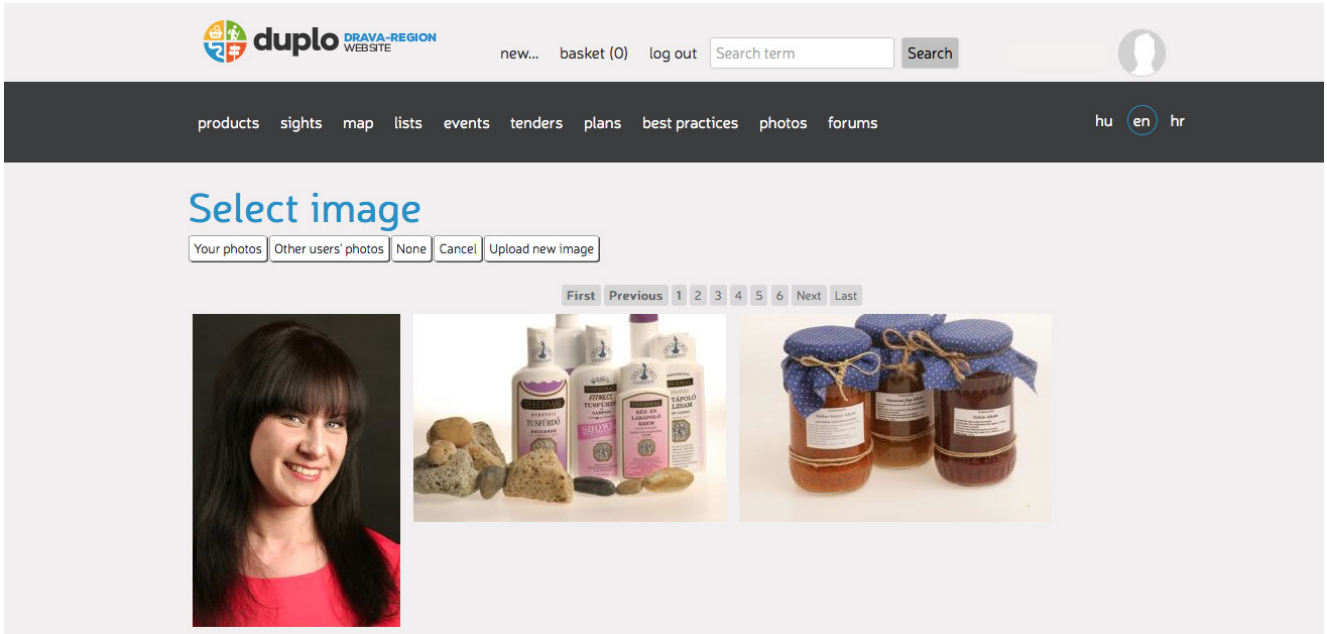


Name - The name of a producer/service provider is entered in this field.
This is a required field.
Description - A text describing a producer/service provider is entered in this field.
By clicking the *Edit translation* button, additional fields will be opened to enter information in Hungarian and English.
Entry in the selected language is required.
Address - u The address is entered in the format street and number, city or town, ZIP code, post office.
If the address exists, i.e. if it is known on Google maps, the map will be automatically positioned on it, and if not, the location should be manually entered in the map. This is done in the way that the area is zoomed in or out by using the + and – buttons on the map or by using the mouse scroll feature when it is on the map area.
To pin a location more precisely, also a satellite view of the map can be used. When the position is determined, a pin is dropped by a click, and if the address field is empty, it is filled now with information from the location.
This is a required entry.
E-mail address - The address is entered in the standard email address format.
Phone number - The phone numbers are entered in the format +385 12 1234567.
Web site - If there is a web site, the web site address is entered in the format http://www.name.hr





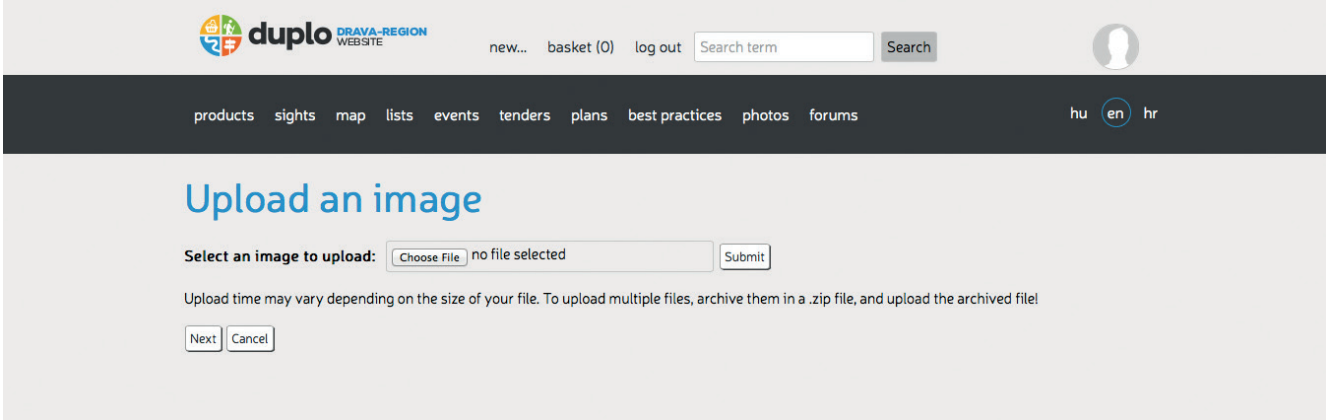
Cover photo - This is a photograph that is shown in a producer's header.. The photo is selected by clicking the Select button, which is followed by opening of a new window containing the already uploaded photos. If an adequate photo is already there, you just click on it and the application returns to the previous window.



If no adequate photo is found, it has to be uploaded from a computer. Up to 1000 x 400 pixel size is sufficient to provide a good image.

Uploading new photos

Photos are uploaded from a computer by clicking the *Load new image* button, which opens a new window containing the application for image upload.
The *Choose file* button is used to access a file on the disc. Image is then selected and selection is confirmed by clicking the *Choose* button. The image title is shown in the field. To upload the image to the application, click on the *Transfer* button, and after the transfer has been completed, the image will be shown on the page. Several images can be transferred at once if they are placed in a compressed ***.zip*** file.

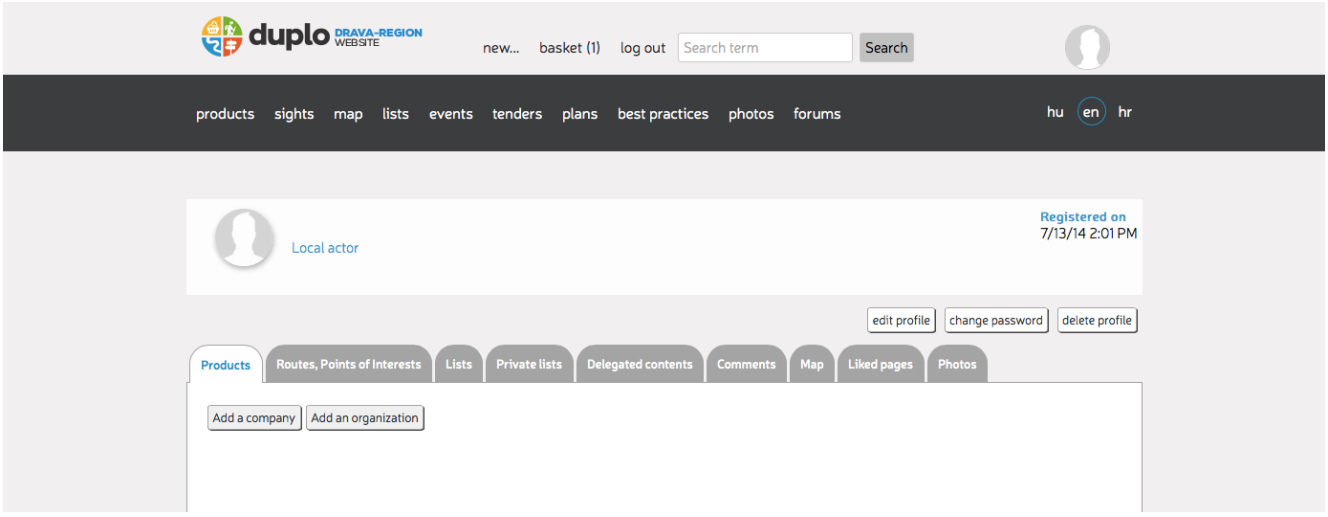


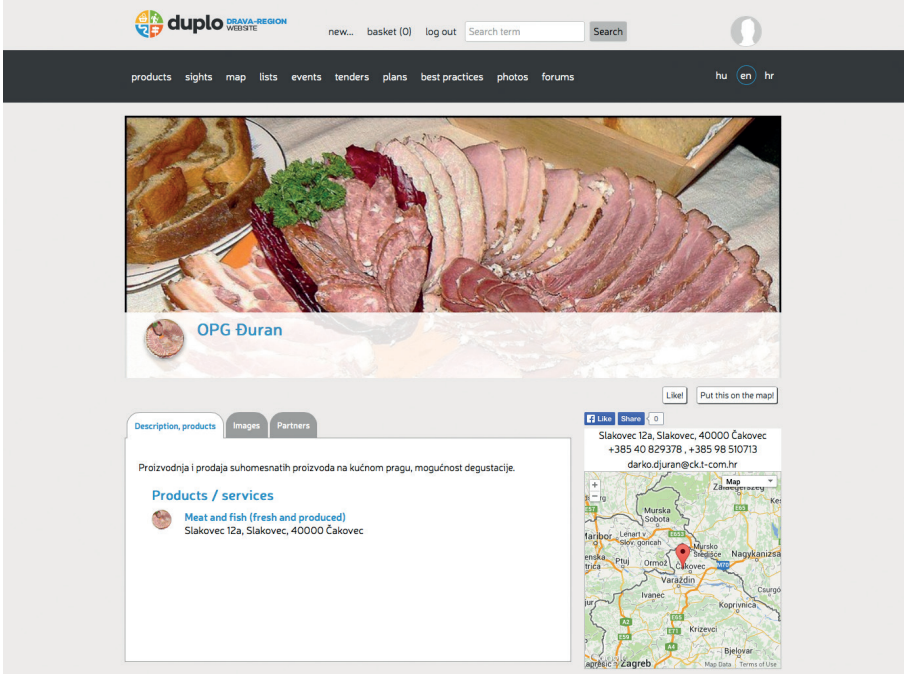
To upload additional images, repeat the procedure.

Following the upload, the image title is entered separately for every image, and the Next button makes it possible to return to the previous page, taking us back to all images uploaded so far, where we select the most adequate one.

Profile photo - The profile photo is shown in the list of all producers that have been entered by the currently logged user, and it is uploaded in the way described above, as with cover photos.

The information entry will be completed by clicking the *Save* button at the bottom of the page.





Entering products and services

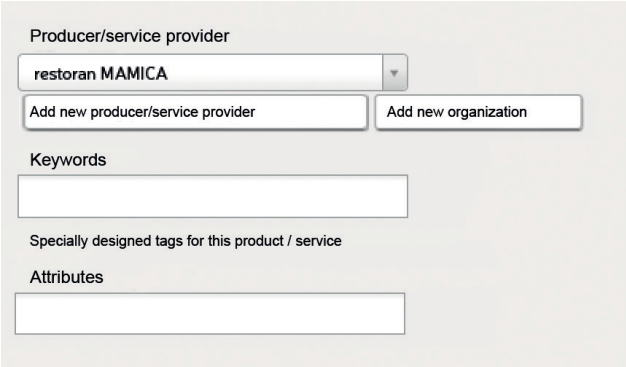
Products/services are added in the same way as producers/service providers. Products and services can only be added after a producer/service provider is created. One user can have more businesses, but it is only worth to create more producer profiles if they are substantially different from each other. To the profile of producers/service providers, many products and services can be uploaded.

First the category to which the product/service belongs should be selected. This is done by selecting one of the offered options in the *Category* field. It is of great importance to determine the category as precisely as possible, because the product/service will be placed exactly in that group and this will be very important in the process of finding particular product groups.

Description of the product/service is added in the Description field and it can be entered in two additional languages by clicking *Edit translation* button.

Address is entered in the same way as a producer, by entering the address or by selecting it on the map.

If you have arrived to the window for adding products/services by using the *Add new product/service* button selected at the producer's page, then the name of the producer is already entered in the Producer/Service provider field. Note: *Producer/service provider* can be also changed here from the drop down menu or a new one can be added instead by selecting the *Add new producer/service provider* button, after which a new window will open to enter a new producer/service provider.



To make search through search engines easier, in the *Key words* field we can additionally enter specific words which will be used by the website's search engine to find the results for a particular product more easily. The same applies to the *Tags* field, except that here you can additionally define the group to which this product/service belongs.

Cover page is used in the same way as described in Adding new images, as well as Icon, except that the icon is displayed in the same way as *Profile picture*.

Entering new organizations

The term "organization" means a LAG, a tourism destination management organization, a local authority or other similar organization. Therefore information about a LAG is entered here. There is no possibility for entering additional information in the process of registration and application, so it is entered here. Only those users can create a new "organisation" that are given a special permission for this from the operators of the platform. This can be requested by one of the administrators at the following e-mail addresses: dombi@rkk.hu; suvak@rkk.hu.

All fields are entered in the same way as previously described, except that Icon is shown on an interactive map next to the name of the organization.

Entering new points of interest (POIs)

Points of Interest (POIs) are points on a map representing some significant sights, cultural, religious or natural, which are important for the LAG area and should be geographically positioned and described, and attractive photos should be posted, so that they would contribute to the overall attractiveness of the area.

Entering new routes

Being included in the portal content, routes can also be uploaded and presented on the map.

There are cycling routes, tracking routes, horse riding trails, etc.

Information is entered in the same way as described above, except that the routes can also be uploaded in .gpx (GPS Exchange format) or Google's .kml format – and this method is preferred.

When all entered information has been uploaded and saved, the route will be shown in an interactive map in the menu.

Entering events

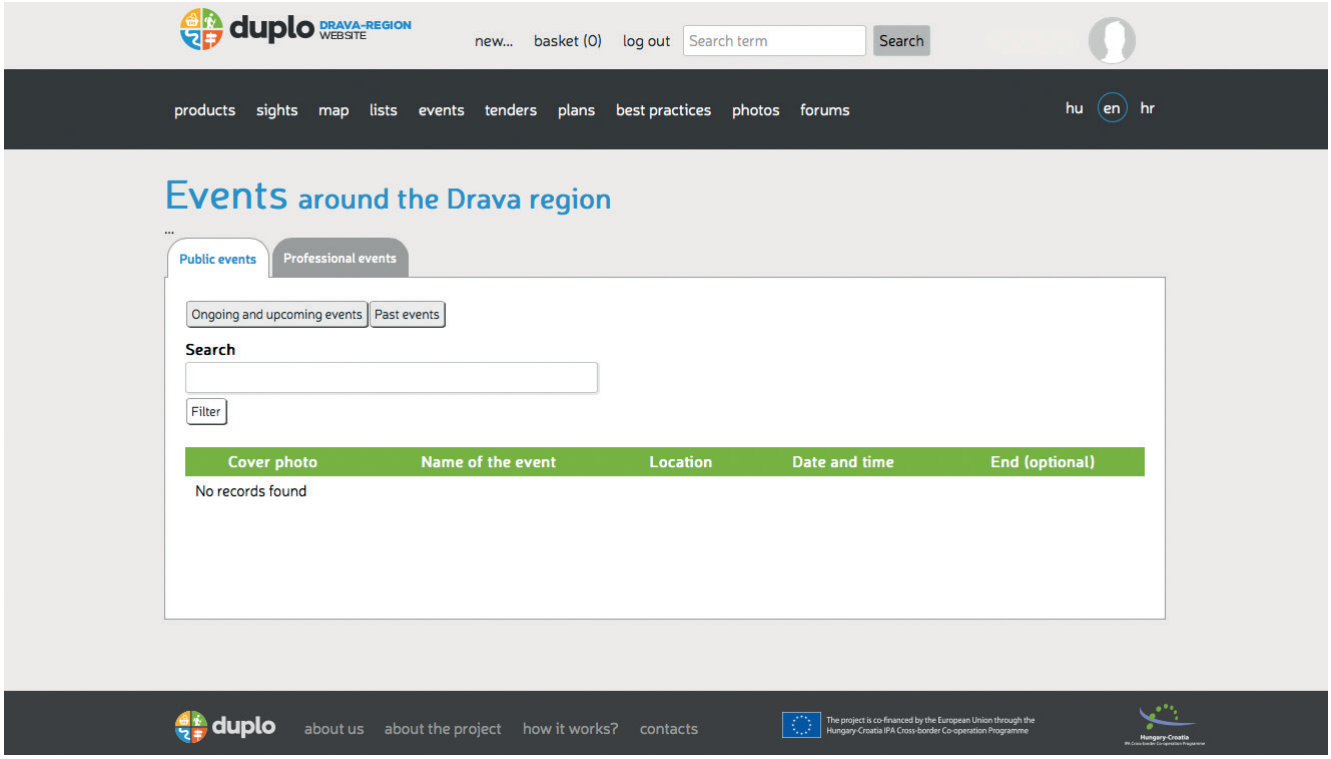
As with other information, the information about professional events is entered in the previously described way.

Professional event means an event that is organized not for tourists but the local stakeholders, such as a workshop, counselling, etc. They are only seen by the local actors, e.g. local producers, service providers and the representatives of local organizations.

If an event lasts for several days, then the closing time and date of the event should be entered.

When all relevant fields have been completed, information about the event is saved by clicking the *Save* button.

The entered events are shown on the main page of the *Events* menu.

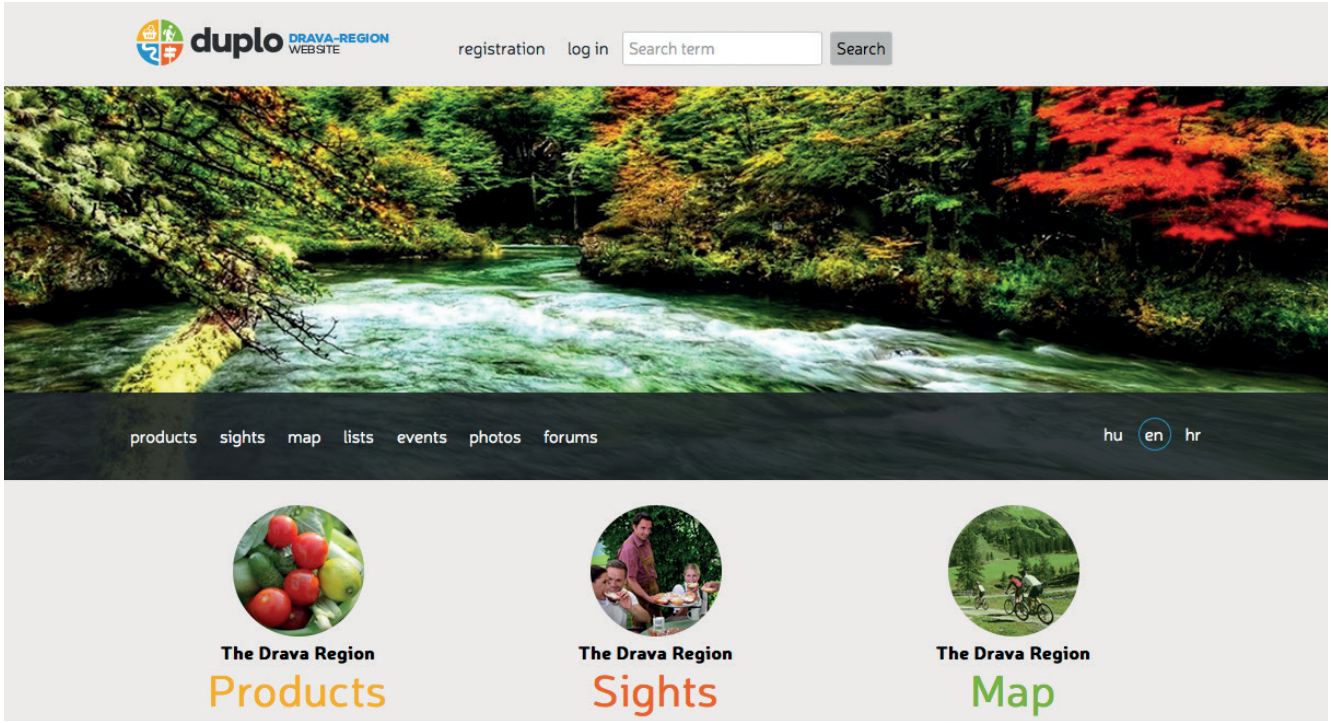


Event organizer is an *Organization* selected from the drop down menu, and if that organization is not on the list, a new one can be entered by clicking the *Add new organization* button.

This window requires the date of the event to be entered by clicking the calendar icon and selecting the desired date, which is then automatically entered in the field. The time is also entered in the field envisaged for this information.

Overview and correction of entered elements

As we have already seen, all elements are entered in a very similar way. However, mistakes can always occur and they can be easily corrected.



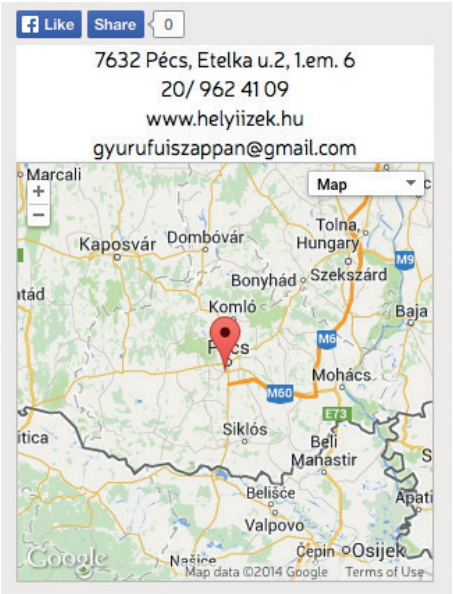
Mistakes are corrected when viewing the profile.

In the main menu find the drop down menu You and View the *profile.*

In this window you can see a lot of tabs, such as *Products, Lists, Comments, etc.* They show all the information you have entered except *Events*.

Under the *Products* tab, items such as new products and services for individual subjects can be added directly by selecting the option *Add new product/service* on the page of the selected subject. However, if you want to change some information entered so far, then you should select a particular subject, thus opening that subject's page. On the right side, above the map and contact information, there are 4 buttons: *Edit, Remove, Like!* and *Map!*

The *Like!* button places a tag below the map, and the *Map* button opens a page with a large interactive map.



Editing information

By selecting the first option *(Edit)*, a new window *(Edit producer/service provider)* will open, which looks the same as when entering new information, but it already contains the entered information. Here you can change the information that you want to change and save the change you have made by clicking the Save button at the bottom of the window.

Change of information in products/services is done in the same way, by selecting an item within the selected producer/service provider.

Removing (deleting) information

Therefore we first select the product to be deleted and remove it by selecting the Remove option.

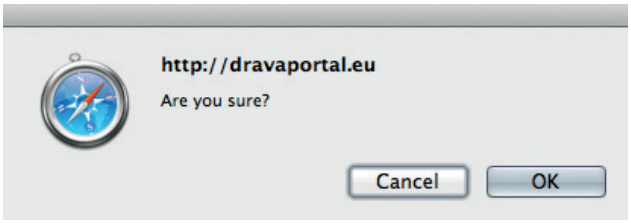
A warning message appears, and by clicking the OK button, the product/service will be deleted.

After deleting, the application returns to the initial window.

When all products/services of a selected producer have been deleted, the subject can be also deleted in the same way.

Creating lists

Lists are a collection of specific, selected products/services, POIs or routes that have a common promotional feature so that we can create a comprehensive, but still very typical list of a type of content or of a particular area. There are unlimited possibilities for creation, and we can use all points entered in the application, regardless of who entered them. For example, we can create a list for wine-related products, POIs and routes, or a list for all the cheese producers in the Drava region, or lists for one-day tracking in a specific area, so that to create a particular experience for a tourist.



Content can not be deleted due to related objects (eg. files, uploading files) that have not yet been deleted.

Upon returning to View profile we can notice that the deleted subject is no longer there.

All other entered information can be deleted or edited in the same way.

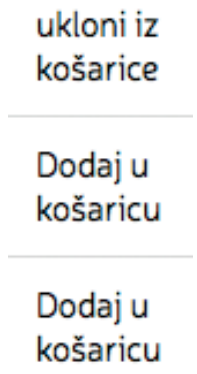
Basket

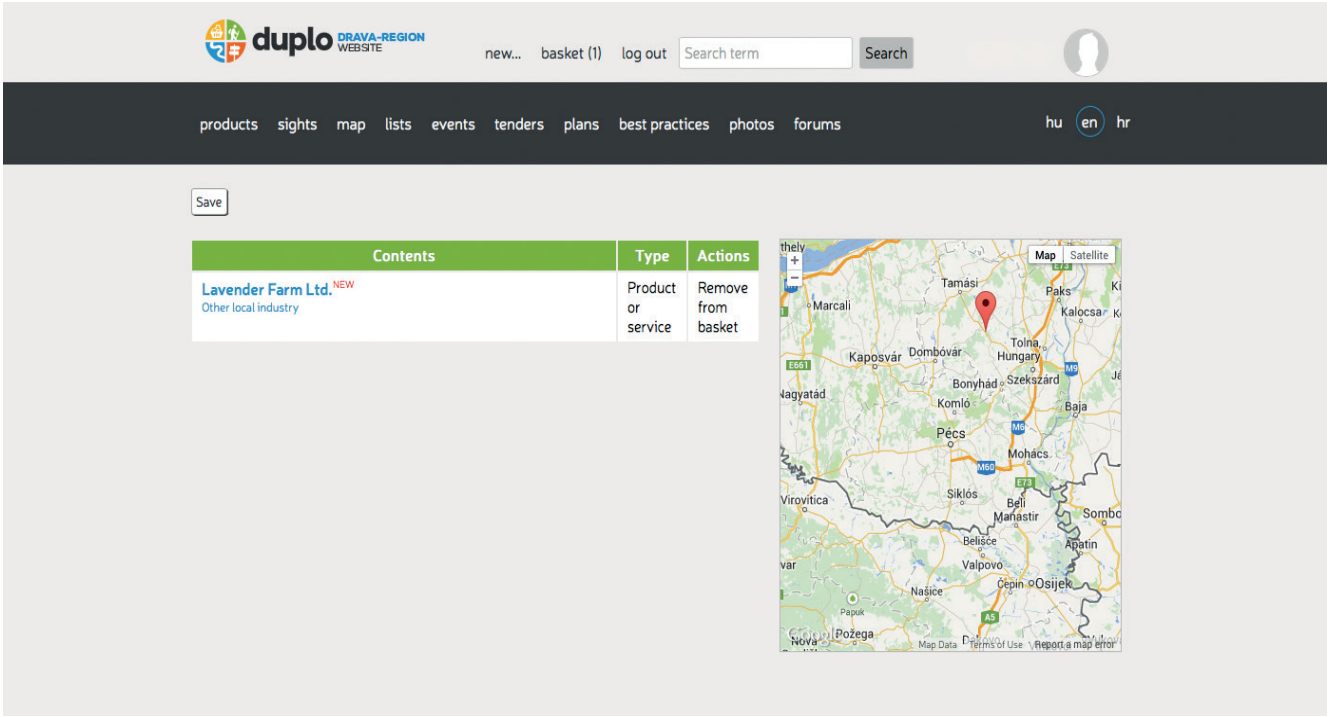
A list is created by adding particular items to the basket.

Add to basket icon is seen on the profile pages of products, services, routes or POIs, as well as in the search fields directly available from the homepage. By clicking it we will save the desired items so that we can later create a list. When a *Remove from basket* icon appears, it confirms that the product/service has been successfuly-ly stored in the basket. By clicking this icon, the product/service will be deleted from the basket.

The overview of all added elements can be pro-vided by selecting the *Basket* icon in the main menu.

Added point can be revised and, if necessa-ry, removed during viewing. In addition, all points are shown on a map on the right side.



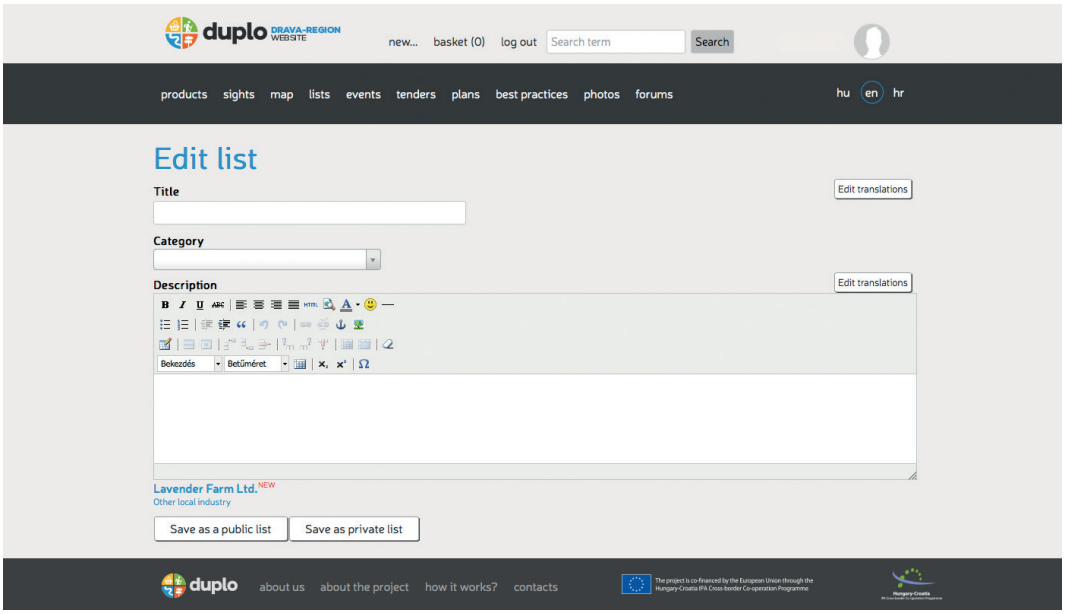


Saving a list

By selecting the *Save* button, a list can be saved and the Name, *Description* and *Category* are added to it. The *Name* and *Description* are added arbitrarily, and translation is edited in the way already described for previous entry items, whereas *Category* is selected from a drop down menu.

The completed list can be saved as *public* or private, which determines whether it will be displayed for all users of the portal or not.

Public lists in the application are shown under the *Lists* tab under a particular category as well as while viewing the profile, whereas private lists are shown only when viewing someone's own profile under the *Private lists* tab.



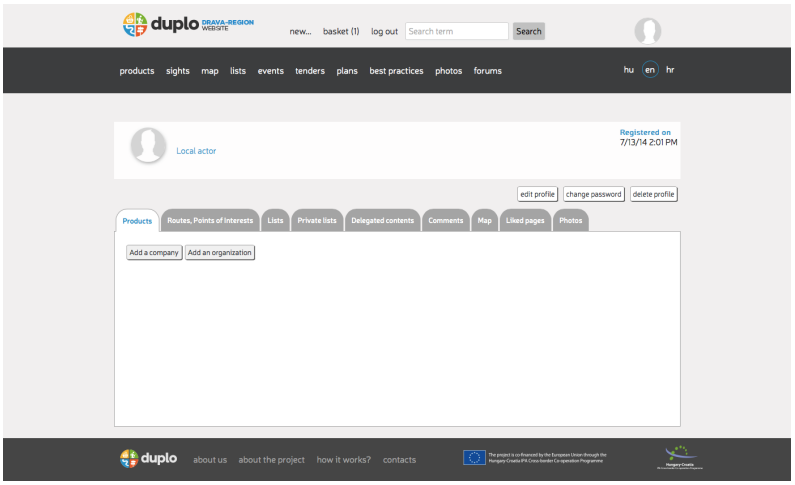
Removing a list

A list can be removed by selecting the List tab in the profile and selecting the list that we want to remove. When the list is opened, four buttons appear on the right side:
edit, *remove*, *like!*, and *map!*.

Editing is performed by means of the *Edit* button, in the same way as it has been already described in **Editing information**, and removing is done by clicking the *Remove* button, which has been also described in **Removing (deleting) information.**

Other possibilities

If you are registered as a LAG, i.e. as an Organization, a user can manage information, which means that he or she can add, edit and remove *Development plans*, *Best practices*, *Forums* and *Tenders.*
All of the above is edited in the same way as described above.



Conclusion

Considering the complexity of the application itself as well as the possibilities offered, information is managed in a very simple and intuitive way. The principle of consistency is applied here, so that everything is done in the same way, by changing only the required fields and entering the requested information.

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Published by the Hungarian Academy of Sciences, Centre for Economic and Regional Studies, Institute of Regional Studies

Pécs, 2014

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