
capCROSSplan/CAPACITIES FOR CROSS BORDER PLANNING

D.T1.1.1 Analysis of the Preparation of Strategy Documents

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1. Purpose of the Analysis

The purpose of the capCROSSplan project is to create a strong cross-border organisational network that takes into account regional needs and opportunities while responding to challenges and formulates appropriate initiatives and recommendations for regional development with the involvement of organisations active in regional development.

This document has been prepared based on the evaluation / analysis of the data of the analyses carried out by each partner in a particular region as well as the responses of the partnership recorded via Google Forms online questionnaires. This analysis provides an overview of the existing strategy documents for the area of the Interreg V-A Slovenia-Hungary Cooperation Programme.

Our analysis aims to make a comparative assessment of strategic plans in terms of the capacities available during their preparation, as well as the conducted monitoring and evaluation, and to discover how these strategies support strategy formulation and implementation for local governments, social and non-governmental organisations, key economic actors and local residents.

The primary aim of the analysis is therefore to identify the shortcomings, strengths and areas for improvement of the completed strategy documents to achieve a more established and focused improvement in terms of stakeholders' capacities (e.g., "strategy owners", those involved in planning, implementation, etc.) during the implementation of the capCROSSplan project. During the analysis, special attention was paid to the territorial, sectoral and temporal scope of each document, whether or not they formulate a vision, the main priorities of each particular document, and whether the priorities in the given strategy are in line with the new EU goals.

The territorial instruments listed by the plans have also been examined whether or not they include action plans and a planned budget.

This was followed by analysing the resources used for strategic planning as well as the way in which stakeholders had been involved in the planning process. Finally, the monitoring and evaluating processes of each particular strategy - both on the Slovenian and Hungarian side of the border - were examined.

Annex to Analysis of the Preparation of Strategy Documents is List of potential organizations relevant for capacity building in the field of strategic planning. List includes organizations that are involved as stakeholders in the project capCROSSplan, and other relevant organizations from Pomurje and Podravska regions and the Counties Vas and Zala.

2. Presentation of the Strategies Selected for the Survey, Justification of the Selection

In the first phase of the analysis, all partners surveyed the strategies and development concepts formulated up until 2020 in their particular regions: the Podravska and Pomurje regions (Slovenia) and in the Counties Vas and Zala (Hungary). The following agreed upon criteria had to be met to include strategies in the analysis for the particular region:

- a maximum of 3 strategies may be selected for analysis from an organisation;
- only one of the documents building on each other prepared for a given planning cycle may be included in the analysis;
- sector-focused strategies had to be selected in addition to regional planning documents;
- each of the strategies analysed had to include documents concerning the immediate region of the Slovenian-Hungarian border;
- where possible, a planning document focusing on a cross-border area had to be included in the analysis.

According to these criteria, each project partner selected the documents to be analysed, these are listed in the following table:

Table 1: The analysed strategies

No.	Organisation	Title of Strategy
Lead Partner: Development agency Sinergija		
1.	Local action group Goričko 2020	Local development strategy for LAG Goričko 2020
2.	Local action group With the kind people 2020	Local development strategy for LAG With the kind people 2020

No.	Organisation	Title of Strategy
3.	Local action group Prlekija	Local development strategy for LAG Prlekija
4.	Local development foundation for Pomurje region	Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020
5.	The city Municipality of Murska Sobota	Sustainable urban strategy for the city Municipality of Murska Sobota
6.	Municipality of Gornja Radgona	Development strategy for Municipality of Gornja Radgona
7.	Development centre Murska Sobota	Regional Development Program for Pomurje 2014 - 2020
Project Partner: INSTITUTE PALEMID MARIBOR – Institute for Sustainable Development		
1.	Development council of the cohesion region Eastern Slovenia	Strategic starting points for the development of the cohesion region Eastern Slovenia
2.	Maribor Development Agency	Regional Development Program for the Podravska Development Region 2021-2027
3.	Municipality Maribor	Sustainable urban strategy for Maribor
4.	Maribor Tourist Board	Tourism development strategy in the area of 22 municipalities Upper Podravje (Central Styria) Maribor-Pohorje-Slovenske gorice and Dravsko polje 2010-2020
5.	Public Board for Tourism Ptuj	Development and marketing strategy of tourist destination Ptuj in 2017-2021
6.	Municipality Maribor	Integrated transport strategy for Maribor
7.	Municipality Ptuj	Integrated transport strategy for Ptuj
8.	LAG TOTI LAS	Local development strategy for LAG TOTI LAS
9.	LAG Lastovica	Local development strategy for LAG Lastovica
Project Partner: Zala County Government		
1.	Lenti LAG	Lenti and Region Rural Development Association Leader Local Development Strategy 2014-2020
2.	Zala's Green Heart	Zala's Green Heart Local Action Group Local Development Strategy 2014-2020
3.	Zala County Government	Zala County Employment Strategy and Action Plan 2016-2021
4.	Lenti Development Agency	West Zala Employment Strategy and Action Plan 2018-2021
5.	Lenti Development Agency	Investment Promotion Strategy in the Lenti and Zalaegerszeg Districts

No.	Organisation	Title of Strategy
6.	Zala County Government	Zala County Regional Development Program - Strategic Program
7.	Municipality of Lenti	Integrated Settlement Development Strategy of Lenti
8.	Zalaegerszeg with County Rank	Integrated Settlement Development Strategy 2014-2020 of Zalaegerszeg
9.	Zalaegerszeg with County Rank	Sustainable Energy and Climate Action Plan of Zalaegerszeg
10.	Nagykanizsa with County Rank	Settlement Development Concept and Integrated Settlement Development Strategy of Nagykanizsa
11.	Municipality of Keszthely	Integrated Settlement Development Strategy of Keszthely
12.	Mura EGTC	Cohesion Study and Integrated Development Strategy of the MURA Region EGTC
Project Partner: West-Pannon Nonprofit Ltd.		
1.	County Vas Government Office	The Integrated Territorial Programme and Area Development Concept of County Vas
2.	County Vas Government Office	The Climate Strategy of County Vas
3.	County Vas Government Office	The Employment Strategy of County Vas 2017-2021
4.	City of Szombathely	The Integrated Territorial Programme and Area Development Concept of the City of Szombathely
5.	City of Szentgotthárd	The Integrated Territorial Programme of the City of Szentgotthárd
6.	Vasi Hegyhát-Rába mente LEADER Action Group	Local Development Strategy of Vasi Hegyhát-Rábamente LEADER Action Group 2014-2020
7.	Local Action Group for the Future of Savaria	Local Community Development Strategy 2014-2020 of Local Action Group for the Future of Savaria
8.	Pannon Area Development Association	Local LEADER Development Strategy of Pannon Area Development Association 2014-2020
9.	Őrség Without Borders Association	Local Development Strategy of Őrség Without Borders Association 2014-2020
10.	West Pannon Area and Economy Development Non-profit Ltd.	Southern County Vas Employment Strategy
11.	City of Sárvár	Medical Area Development Strategy of the City of Sárvár
12.	MURABA European Grouping of Territorial Cooperation	Development Strategy of MURABA European Grouping of Territorial Cooperation
13.	County Vas Government Office	Cross-border Tourism Strategy

3. Territorial, Sectoral, and Temporal Scope of the Strategies Analysed.

The territorial scope of most of the strategies selected and analysed by the partners did not exceed the level of the Hungarian county and the Slovenian statistical region (corresponding to the NUTS 3 level (*Figure 1*)), with the exception of the Cross-border Tourism Strategy (Austrian-Slovenian-Hungarian territories) and a planning document for two territorial associations with a cross-border territorial scope (Mura Region EGTC, MURABA EGTC). In addition to territorial-level strategies, several sectoral strategies were included in the analyses. These planning documents correspond to sectoral strategies on the sectoral or territorial level (e.g. Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020). Sectoral strategies include climate strategies, employment pact strategies as well as plans related to tourism development.

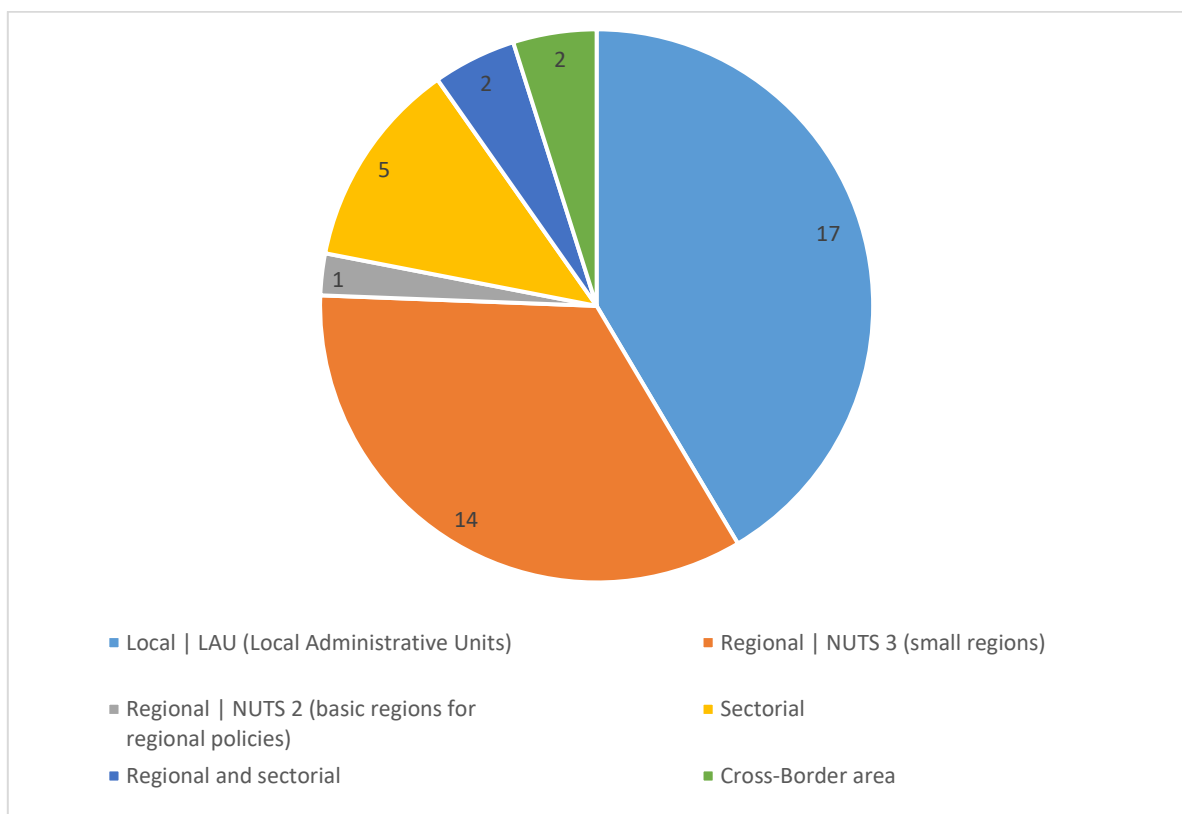


Figure 1: Scope / territorial level targeted

Regarding the temporal scope of the implementation of the analysed strategies, it is clear (*Figure 2*) that 33 of the 41 examined documents more or less coincide with the EU programming period

2014 to 2020 (n+2, n+3). The other plans examined either have a longer timeframe (up until 2030 to 2035) or have been prepared for the next EU cycle.

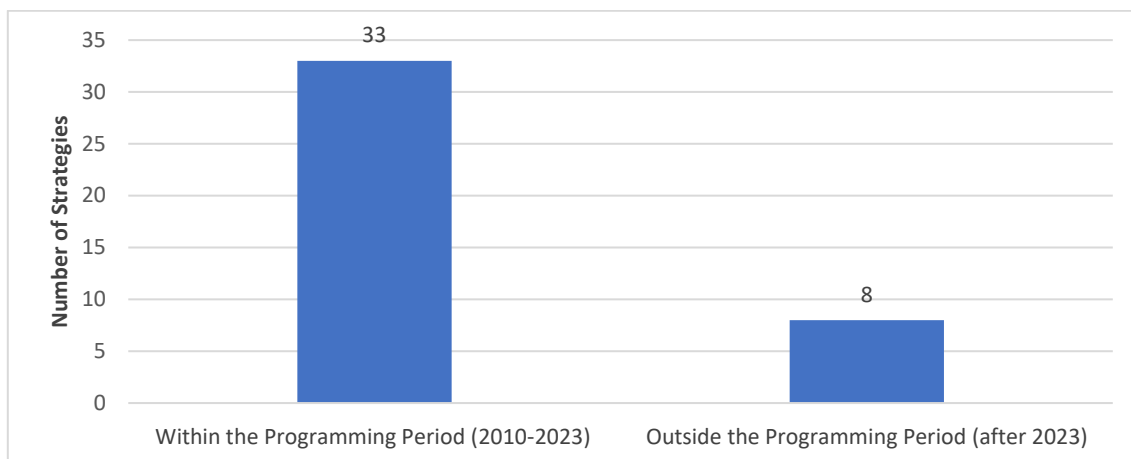


Figure 2: Timeframe

The study also aimed to discover whether the planning process behind each planning document was expected to continue. Based on the responses uploaded by the partners, most of the documents will be reviewed (and 35 strategies are expected to be continued) (Figure 3).

Expected continuation (follow-up strategy)
41 responses

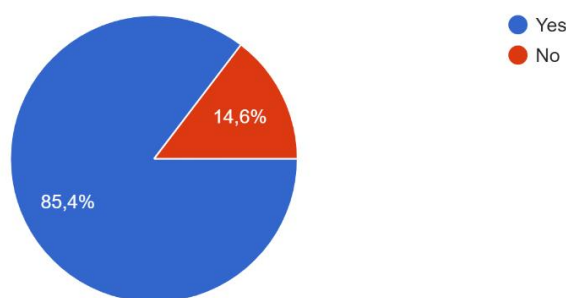


Figure 3: Expected continuation (follow-up strategy)

The responses regarding these two aspects show that consistent, multi-annual, target-oriented strategic planning is preferred and practiced among the organisations planning and implementing strategies, and these strategies are mostly aligned with EU budgeting and programming periods.

4. Vision of the Analysed Strategies, Priorities, Alignment with EU Goals

The analyses of the strategies show that each of them, without an exception, had formulated some kind of vision of their own (*Figure 4*). Most documents had set out a vision of achieving a high quality of life/social well-being, developing transport connections, strengthening the economy and reducing unemployment, promoting sustainable development and an inclusive society, developing tourism, strengthening the local identity and preserving natural and cultural heritage.

A Vision is formulated in the strategy
41 responses

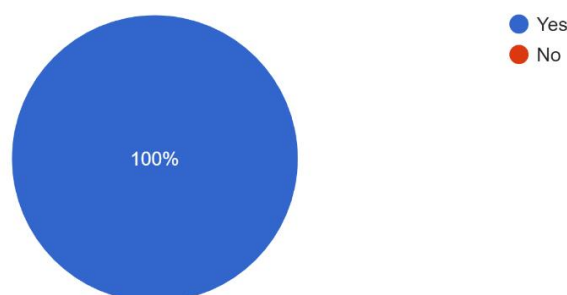


Figure 4: Vision is formulated in the strategy

The most important local actors had been involved in the formulation of these visions. In most cases, the leaders/representatives of the municipalities concerned had been involved in the development of the vision, but a large number of companies and local NGOs had also put forward their proposals. Moreover, central government authorities had also shared their visions for each planning document.

Based on the obtained data, it can be stated that involving different types of organisations (non-governmental, private and public) in defining long-term strategic goals is a common practice in the region.

Number of active participants in the vision creation process
41 responses

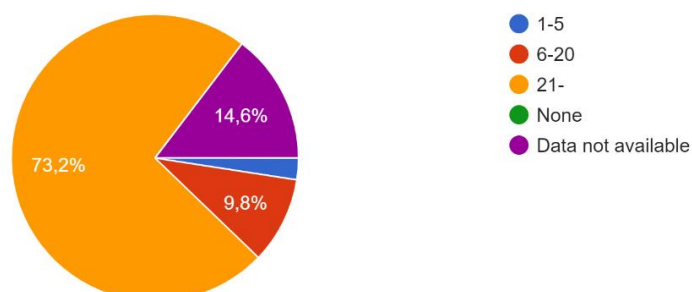


Figure 5: Number of active participants in the vision creation process

Regional planning works with a multi-level goal system; different numbers of levels are defined in EU planning practice. The vision and goal system of the planning documents examined had been designed for a longer term. Development priorities appear as more specific goals in case of a longer-term vision (long-term goals leading to the achievement of the vision, which are of equal importance, are inter-conditional and complementary to each other). In most cases, they are designed to support the development policy of the 2014 to 2020 programming period. Thus, similarly to the vision, important priorities had been defined in almost all strategies.

Three to five priorities had been set in the planning programmes and strategies examined by the partnership. However, there are some exceptions, where up to 25 to 30 priorities had been listed. Most documents followed the strategic framework of the EU programming period 2014 to 2020. Cohesion policy set 11 EU thematic objectives for 2014 to 2020:

1. Strengthening research, technological development and innovation
2. Enhancing access to, and use and quality of, information and communication technologies
3. Enhancing the competitiveness of SMEs
4. Supporting the shift towards a low-carbon economy
5. Promoting climate change adaptation, risk prevention and management
6. Preserving and protecting the environment and promoting resource efficiency
7. Promoting sustainable transport and improving network infrastructures
8. Promoting sustainable and quality employment and supporting labour mobility
9. Promoting social inclusion, combating poverty and any discrimination

10. Investing in education, training and lifelong learning

11. Improving the efficiency of public administration

European Regional Development Fund (ERDF) investments support all 11 objectives, but the main priorities of the investments are Objectives 1 to 4. Objectives 8 to 11 are in line with the main priorities of the European Social Fund (ESF), which also granted support for Objectives 1 to 4. The Cohesion Fund supported Objectives 4 to 7 and 11.

The thematic objectives for the 2021-2027 EU period summarise and redefine the 11 objectives of the previous cycle in 5 objectives. In each document selected for analysis, it is possible to break down the individual priorities to the level of measures, on the basis of which each priority can often be linked to all 5 new thematic objectives.

From the above, it can be stated that the target systems of the strategies examined are not sufficiently focused compared to the EU methodology. Matching the priorities of these local strategies with the thematic objectives of the 2021-2027 EU cycle is troublesome, thus their revision is expected to be necessary as they need to be aligned more to the new EU objectives.

5. Territorial Instruments, Action Plan, Budget

The analysis also covered whether each strategy is linked to the territorial instruments defined by the European Union (ITI, SUD CLLD), which require unique specifications and a more sophisticated planning and coordination methodology.

- ITI - Integrated Territorial Investment
- SUD - Sustainable Urban Development
- CLLD - Community-led Local Development

As can be seen in the figure below (*Figure 6*), some of the documents can be linked to these instruments. There are some - mostly in Slovenia - that can be linked to more than one of these instruments.

Is the strategy linked to a Territorial Instrument?

41 responses

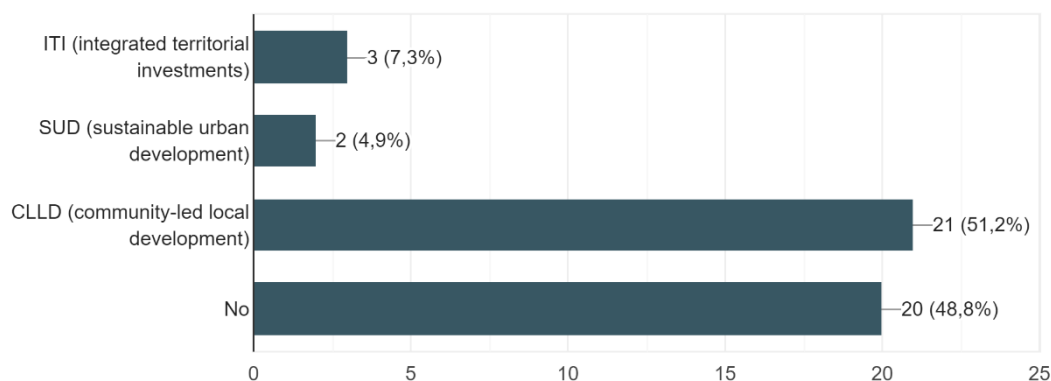


Figure 6: The strategies linked to a Territorial Instrument

Both in Hungary and in Slovenia, Local Action Groups (LAGs) use the CLLD territorial instrument in the preparation of their development strategies. Several strategies are indirectly related to these instruments. Among the strategies, the urban CLLD framework (beneficiaries are cities with more than 10,000 inhabitants) also appears in the Hungarian Territorial and Settlement Development Operational Programme (TOP). This category includes the local community development strategy of the Local Action Group for the Future of Savaria. This clearly has a positive effect on the knowledge basis and capacities supporting strategic planning in the region, as this territorial instrument has the most elaborate and mature EU methodology, based on the decades-long regional development practice of the LEADER programmes.

The concept of Integrated Territorial Investment (ITI) is present merely as a term, as in Hungary, not even the Modern Cities Programmes (TOP + domestic sources) can be interpreted in terms of the ITI concept system. The development strategies of the Hungarian cities of a county status and those of the Municipalities of Maribor and Murska Sobota correspond more to the SUD (Sustainable Urban Development) methodology.

Most of the development strategies examined include an action plan (*Figure 7*). Most strategies use their priorities as a guideline when implementing their action plan and the measures listed in it. This confirms the conclusion that target-oriented strategic planning - from vision to actions for implementation (projects)-, is a widespread practice in the region.

Does the strategy include an action plan?

41 responses

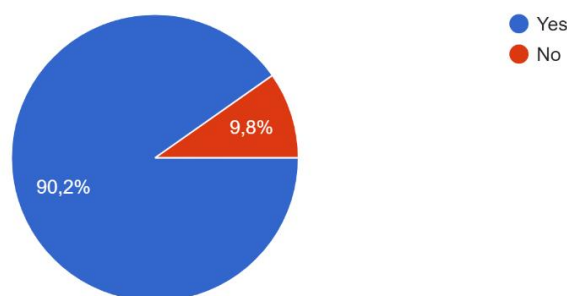


Figure 7: Action plans in the strategies

The budget plans included in the strategies had been chosen as the third area of focus in this chapter. Based on the completed questionnaires, 26 planning documents had included a planned budget. Some of them had been assigned an autonomous budget. The Municipalities of Maribor, Murska Sobota and Gornja Radgona, as well as the Municipalities of Szombathely, Zalaegerszeg and Nagykanizsa (Hungarian cities of a county status) allocate these funds themselves and call them up them within the framework of independent projects or project packages. In Hungary, employment co-operations also have their own sources of funding, but here, employment strategies had been prepared for the grants already awarded, which had defined the activities and the budget.

The regional development plans for Counties Vas and Zala and those of the two Slovenian Municipalities also contained an action plan. The budget of the programmes of the two Hungarian counties also includes, to a lesser extent, subdivided resources, most of which can be applied for by local government organisations by means of open calls. Open calls are also announced in the LAG documents at the given territorial level (action area).

However, some of the examined strategies (climate strategies, tourism planning documents, EGTC strategies, etc.) do not have an autonomous source of funding; they intend or are able to achieve their goals by obtaining direct EU funds through network cooperation. Naturally, the budgets of these strategies are not allocated to the targets or activities.

6. Resources used for strategy planning, the involvement of stakeholders

The preparation of each strategy examined and reviewed - both on the Slovenian and Hungarian side of the border - had received financial support, from which external expert fees had been financed alongside the costs of internal management and expert groups. The table below shows the status of the type of expert responsible for the preparation of each strategy (*Table 2*). In Hungary, most strategies had been prepared by external experts - internal staff had mostly been contributors or had taken part in controlling, while in Slovenia, it was much more common that the staff of the given organisation had prepared the strategies, which presupposes or creates different types of internal knowledge in the holders of the strategy preparing these strategies in Slovenia and Hungary, as well as differences in the expert market.

Table 2: Internal staff and external experts participating in the preparation of the strategies

The Title of the Strategy	The participation of internal staff	Participation of external experts
Vas County		
Integrated Settlement Development Programme and Concept of County Vas	Internal colleague only participated in the evaluation of the strategy.	The strategy has been prepared by an external expert.
Climate Strategy of County Vas	Internal colleague did not participate in the preparation of the strategy.	The strategy has been prepared by an external expert.
Employment Strategy of County Vas 2017-2021	3 people participated in the preparation of the strategy, the strategy is accepted by the Management Group (Consortium partners).	The strategy has been prepared by an internal expert. 4 people participated in the preparation of the strategy.
Integrated Settlement Development Concept and Strategy of the City of Szombathely	2 people participated in the preparation of the strategy	The strategy has been prepared by an external expert.
Szentgotthárd Integrated Settlement Development Strategy	An internal colleague participated in the preparation of the strategy as a coordinator.	The strategy has been prepared by an external expert.
Vasi Hegyhát-Rábamente LEADER Action Group Local Development Strategy 2014-2020	A planning group; 9 people participated in the preparation of the strategy	The strategy has been prepared by an external expert.

The Title of the Strategy	The participation of internal staff	Participation of external experts
Local Action Group for the Future of Savaria Local Community Development Strategy 2014-2020	No internal people participated in the preparation of the strategy.	The strategy has been prepared by an external expert.
Pannon Area Development Association LEADER Local Development Strategy 2014-2020	3 internal staff together with the planning group 9 people participated in the preparation of the LDS.	An external expert helped the preparation of the strategy.
Őrség Without Borders Association Local Development Strategy 2014-2020	The organisation of Őrség Without Borders Association and a Planning Coordination Committee 7 people participated in the preparation of the strategy.	The strategy has been prepared without any external experts.
Southern County Vas Employment Development Strategy	The West-Pannon Non-profit Ltd was responsible for the preparation of the detailed employment strategy, as well as the action plan (2 people), however, three partners helped the work with a colleague each.	The strategy has been prepared by an internal expert. The preparation of the strategy took 4 months.
Spa Development Strategy of the City of Sárvár	-	The strategy has been prepared by an external expert.
MURABA European Grouping of Territorial Cooperation Development Strategy	-	The strategy has been prepared by an external expert.
Cross-border Tourism Strategy	-	The strategy has been prepared by an external expert.
Zala County		
Lenti and Region Rural Development Association Leader Local Development Strategy 2014-2020	The resources available for the preparation of the strategy and action plan are € 31,200. Management coordinating 2-person planning for 1 year.	-
Zala's Green Heart Local Action Group Local Development Strategy 2014-2020	Internal colleague participated in the preparation of the strategy.	External expert participated in the preparation of the strategy.
Zala County Employment Strategy and Action Plan 2016-2021	Part-time management for 2 people during the preparation period (20 hours/week/person).	The strategy has been prepared by an external expert.
West Zala Employment Strategy and Action Plan 2018-2021	During the preparation period, 1 person does part-time management (30 hours/week)	The strategy has been prepared by an external expert.

The Title of the Strategy	The participation of internal staff	Participation of external experts
Investment Promotion Strategy in the Lenti and Zalaegerszeg Districts	Internal colleague participated in the preparation of the strategy. 20 days	The strategy has been prepared by an external expert.
Zala County Regional Development Program - Strategic Program	Zala County Local Government Office participated in the process as a work organisation coordinator.	The strategy has been prepared by an external expert.
Integrated Settlement Development Strategy of Lenti	Mayor and the included departments of the Mayor's Office.	The strategy has been prepared by an external expert.
Integrated Settlement Development Strategy 2014-2020 of Zalaegerszeg	Municipal leaders, employees, relevant departments of the office, employees of city-owned companies.	The strategy has been prepared by an external expert.
Sustainable Energy and Climate Action Plan of Zalaegerszeg	It was prepared with the assistance of the relevant departments of the municipality and the mayor's office.	The strategy has been prepared by an external expert.
Settlement Development Concept and Integrated Settlement Development Strategy of Nagykanizsa	The Municipality of the County City, Nagykanizsa, the companies of the City, especially the City Development Company, participated in the strategic planning.	The strategy has been prepared by an external expert.
Integrated Settlement Development Strategy of Keszthely	The decision-making tasks related to the implementation of ITS were performed by an organisational unit defined according to the office system under the direction of the Mayor.	The strategy has been prepared by an external expert.
Cohesion Study and Integrated Development Strategy of the MURA Region EGTC	-	The strategy has been prepared by an external expert.
Pomurje Region		
Local development strategy for LAG Goričko 2020	Internal experts from the organisation; 20.000 EUR - public support for the preparation of strategy = staff costs, external support (if needed), workshops and other related costs	External expert did not participate in the preparation of the strategy.
Local development strategy for LAG With the kind people 2020	Internal experts from the organisation; 20.000 EUR (public support for the preparation of the strategy)	External expert did not participate in the preparation of the strategy.

The Title of the Strategy	The participation of internal staff	Participation of external experts
Local development strategy for LAG Prlekija	Internal experts from the organisation; 20.000 EUR of public support for the preparation of the strategy	External expert did not participate in the preparation of the strategy.
Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020	The strategy has been prepared by the internal experts.	External expert did not participate in the preparation of the strategy.
Sustainable urban strategy for the city Municipality of Murska Sobota	Internal capacities were ensured through the experts of the organisation, as well as through the involvement of experts from Development Centre Murska Sobota	External expert participated in the preparation of the strategy.
Development strategy for Municipality of Gornja Radgona	The strategy has been prepared by the internal experts.	External expert did not participate in the preparation of the strategy.
Regional Development Program for Pomurje	The strategy has been prepared by the internal experts.	External expert did not participate in the preparation of the strategy.
Podravska Region		
Strategic starting points for the development of the cohesion region Eastern Slovenia	Man-days 60	External expert did not participate in the preparation of the strategy.
Regional Development Program for the Podravska Development Region 2021-2027	350 man-days	80 man-days
Sustainable urban strategy for Maribor	15 programming experts	3 programming experts
Tourism development strategy in the area of 22 municipalities Upper Podravje (Central Styria) Maribor-Pohorje-Slovenske gorice and Dravsko polje 2010-2020	7 experts	External expert participated in the preparation of the strategy.
Development and marketing strategy of tourist destination Ptuj in 2017-2021	-	25 man-days
Integrated transport strategy for Maribor	Coordination	-
Integrated transport strategy for Ptuj	-	University and spatial planning organisation
Local development strategy for LAG TOTI LAS	20 man-days	-
Local development strategy for LAG Lastovica	10 man-days	10 man-days

In order for strategies to provide the most comprehensive picture in terms of formulating ideas, a broad range of stakeholders had been addressed by most strategy design processes. Several locals had shared their ideas about the objectives and actions (projects) by e-mail, by mail or in the form of an online consultation. During the involvement of civil organisation in preparing these documents, a number of meetings had been held where the key actors had contributed to outlining the strategies through their active personal participation, filling in questionnaires and as interviewees. The consultation processes used for planning included in-depth interviews, face-to-face consultations, forums, workshops, and regular consultations. In addition, the public was continuously informed via the Internet (*Figure 8 and Table 3*)

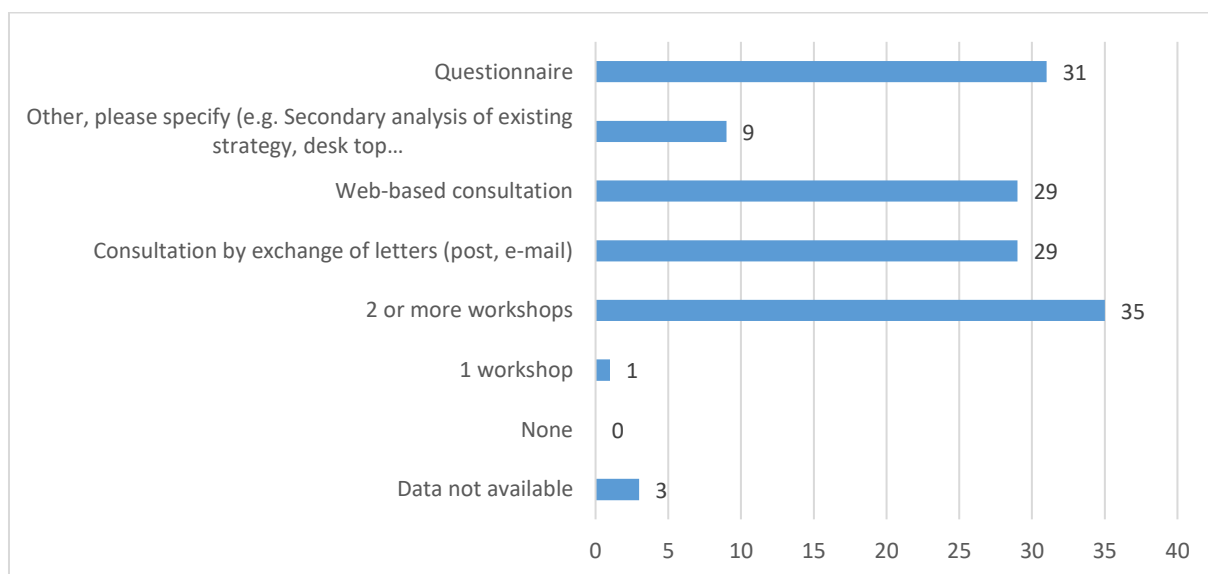


Figure 8: Consultation mechanism used during planning (41 responses)

Table 3: The process of consultation in each strategy

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
Vas County			
Integrated Territorial Programme and Area Development Concept of County Vas	<ul style="list-style-type: none"> - local governments of the settlements - social and civic organisations - main actors of the economy - churches, parties 	Several thousand project ideas and proposals arrived during the socialisation	<ul style="list-style-type: none"> - 7 district forums - questionnaires consultations

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
Climate Strategy of County Vas	It makes a proposal for the organisations to be involved, but their involvement has not materialised.	No socialisation had been completed during the preparation of the strategy.	-
Employment Strategy of County Vas 2017-2021	<ul style="list-style-type: none"> - the local governments of the settlements involved - employers - local pacts (non-profit organisations, entrepreneurs, non-profit organisations) 	Inclusion of the stakeholders have been completed in a widespread manner.	<ul style="list-style-type: none"> - questionnaires (101 had been fully completed) - workshops and questionnaires completed there - partner forums - expert interviews
The City of Szombathely with County Rights Settlement Development Concept Integrated Settlement Development Strategy	<ul style="list-style-type: none"> - local governments - non-profit organisations - private citizens - churches - schools - non-profit organisations 	Almost 300 organisations had made their propositions before 31st December 2013.	<ul style="list-style-type: none"> - questionnaires via the internet - discussion via telephone - forums - collecting project ideas - professional events
Szentgotthárd Integrated Settlement Development Strategy	<ul style="list-style-type: none"> - non-profit organisations - enterprises - local governments of the settlements in the area - private citizens 	45 participants	<ul style="list-style-type: none"> - forum with the citizens, 2 workshops - Meetings of the leader groups - questionnaires completed by the main economic actors of the city - several negotiations with the special offices of the self-government
Vasi Hegyhát-Rába mente LEADER Action Group Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - local governments - entrepreneurs - non-profit organisations, - private citizens 	Minimum of 102 organisations have been involved, there is no exact data.	<ul style="list-style-type: none"> - 8 forums - moreover, 5 workshops - personal consultations - collection of project ideas
Local Action Group for the Future of Savaria Local Community	<ul style="list-style-type: none"> - Civil sphere and the entrepreneurs - private citizens 	- 139 have been involved in the forums	<ul style="list-style-type: none"> - forums - interviews - online questionnaires

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
Development Strategy 2014-2020		- 43 people completed the online questionnaires	
Pannon Area Development Association LEADER Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - non-profit organisations - enterprises - local government of the settlements - non-profit organisations - private citizens 	160 participants in the forums	<ul style="list-style-type: none"> - 11 forums - e-mail personal consultations
Őrség Without Borders Association Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - local government - civic sphere - business sphere 	<ul style="list-style-type: none"> - 85 emails - 102 project ideas have been submitted - 64 organisations participated in the workshops 	<ul style="list-style-type: none"> - Web-based needs analyses (three times) - information given via the website - collection of project ideas - workshops
Employment Strategy of Southern County Vas	<ul style="list-style-type: none"> - local governments of the involved settlements - employers - local pacts (non-profit organisations, entrepreneurs, non-profit organisations) 	Inclusion of the stakeholders have been completed in a widespread manner.	<ul style="list-style-type: none"> - 3 workshops and questionnaires completed there partner forums
Sárvár Spa Development Strategy	-	No socialisation had been completed during the preparation of the strategy.	-
MURABA European Grouping of Territorial Cooperation Development Strategy	<ul style="list-style-type: none"> - local governments of the settlements in the area - non-profit organisations 	7 participants in the workshops	<ul style="list-style-type: none"> - workshop with the participation of local actors
Strategy of Cross-border Tourism	-	No socialisation had been completed during the preparation of the strategy.	-
Zala County			
Lenti and Region Rural Development Association Leader Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
	<ul style="list-style-type: none"> - Municipality, its administration, or its public institution / company - Central government or its public institution / company 		
Zala's Green Heart Local Action Group Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Zala County Employment Strategy and Action Plan 2016-2021	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
West Zala Employment Strategy and Action Plan 2018-2021	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
Investment Promotion Strategy in the Lenti and Zalaegerszeg Districts	<ul style="list-style-type: none"> - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - Interview
Zala County Regional Development Program - Strategic Program	<ul style="list-style-type: none"> - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Integrated Settlement Development Strategy of Lenti	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Integrated Settlement Development Strategy 2014-2020 of Zalaegerszeg	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops - Other (In-depth interviews, desk top research, newsletters, idea box, PR work (local TV, newspaper))

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
Sustainable Energy and Climate Action Plan of Zalaegerszeg	<ul style="list-style-type: none"> - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops - Other (Secondary analysis of existing territorial and sectoral strategies)
Settlement Development Concept and Integrated Settlement Development Strategy of Nagykanizsa	<ul style="list-style-type: none"> - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Integrated Settlement Development Strategy of Keszthely	<ul style="list-style-type: none"> - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Cohesion Study and Integrated Development Strategy of the MURA Region EGTC	-	-	-
Pomurje Region			
Local development strategy for LAG Goričko 2020	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail)

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
	<ul style="list-style-type: none"> - NGO - Municipality, its administration, or its public institution / company 		<ul style="list-style-type: none"> - Web-based consultation - 2 or more workshops - Other (financial evaluation of needs based on the collected project ideas – project ideas were collected through the call)
Local development strategy for LAG With the kind people 2020	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - 2 or more workshops
Local development strategy for LAG Prlekija	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops - Other (Office work, face-to-face meetings, review and data processing (analysis))
Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020	NGO	6-20	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - 2 or more workshops - Other (Focus groups)
Sustainable urban strategy for the city Municipality of Murska Sobota	<ul style="list-style-type: none"> - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
			- Other (focus group, coordinating group, thematic working groups, final conference (after the 16 workshops))
Development strategy for Municipality of Gornja Radgona	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation
Regional Development Program for Pomurje	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops - Other (working meetings, telephone)
Podravska Region			
Strategic starting points for the development of the cohesion region Eastern Slovenia	<ul style="list-style-type: none"> - NGO - Municipality, its administration, or its public institution / company 	21<	- 2 or more workshops
Regional Development Program for the Podravska Development Region 2021-2027	<ul style="list-style-type: none"> - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Web-based consultation - 2 or more workshops
Sustainable urban strategy for Maribor	<ul style="list-style-type: none"> - Private person - Profit making private company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail)

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
	<ul style="list-style-type: none"> - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 		<ul style="list-style-type: none"> - Web-based consultation - 2 or more workshops
Tourism development strategy in the area of 22 municipalities Upper Podravje (Central Styria) Maribor-Pohorje-Slovenske gorice and Dravsko polje 2010-2020	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Development and marketing strategy of tourist destination Ptuj in 2017-2021	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Integrated transport strategy for Maribor	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company - Central government or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Integrated transport strategy for Ptuj	<ul style="list-style-type: none"> - Non-profit private company - NGO 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail)

Title of the strategy	Type of the organisation included in the socialisation process	Number of the organisations / people included in the consultation process	Method of inclusion
	<ul style="list-style-type: none"> - Municipality, its administration, or its public institution / company 		<ul style="list-style-type: none"> - Web-based consultation - 2 or more workshops
Local development strategy for LAG TOTI LAS	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops
Local development strategy for LAG Lastovica	<ul style="list-style-type: none"> - Private person - Profit making private company - Non-profit private company - NGO - Municipality, its administration, or its public institution / company 	21<	<ul style="list-style-type: none"> - Questionnaire - Consultation by exchange of letters (post, e-mail) - Web-based consultation - 2 or more workshops

As can be seen from the table above, individuals, businesses, non-profit private companies, NGOs, municipalities, municipal institutions, municipal companies and central government authorities and institutions had all been addressed and involved in the strategy-making (*Figure 9 and 10*).

It can be concluded that the practice of conducting broad, multi-stakeholder consultations is widespread. The target groups can be considered responsive, which is most likely due to the varied tools and methodology used in the consultation (e.g., online tools).

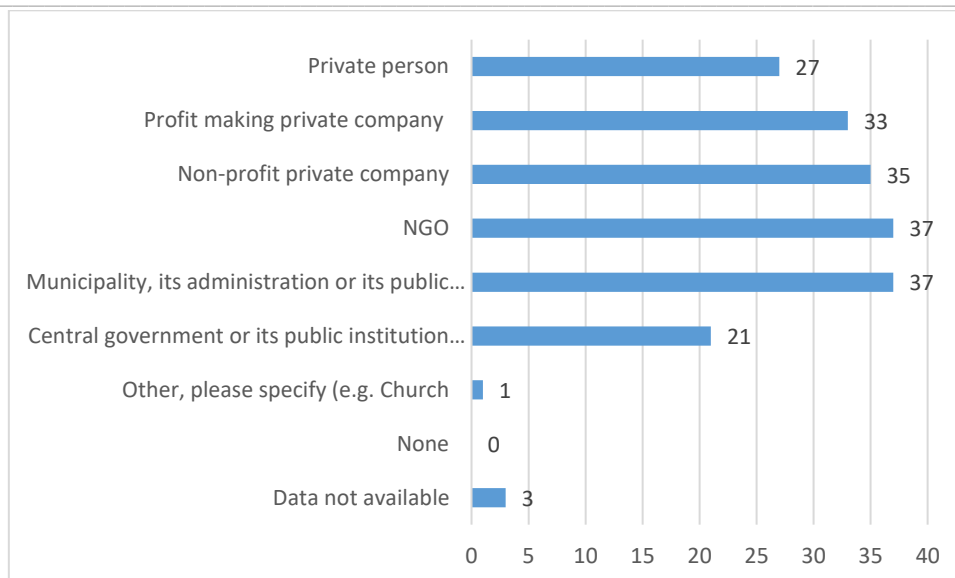


Figure 9: Type of organisation invited for consultation (responses)

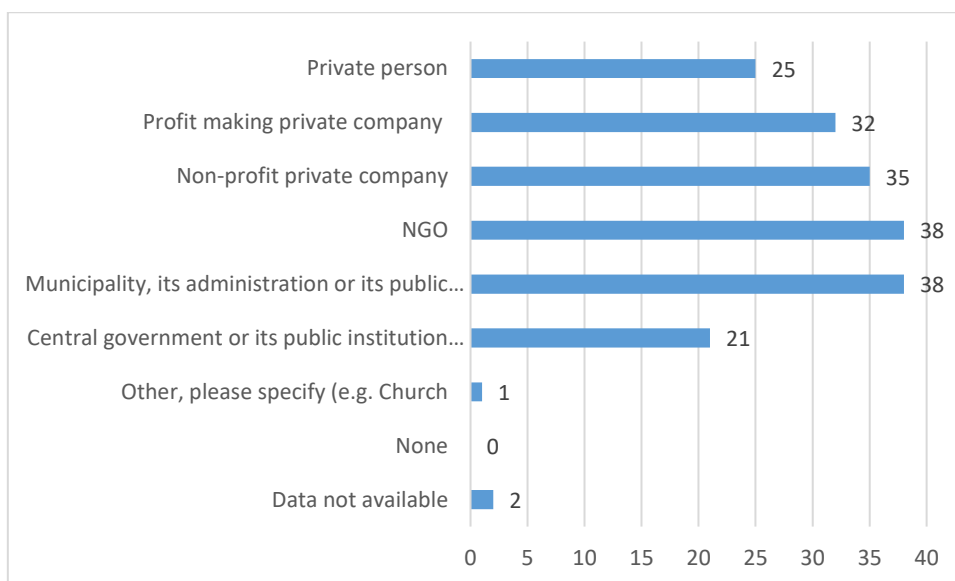


Figure 10: Type of active participants of the consultation process (41 responses)

For most of the strategies, the process of approving was partly taking place on the territorial level (LAU 1 to NUTS 3 level (*Figure 11*)), and partly dependent on central institutions as these strategies often fall under national strategy-making (Ministry of Finance, Ministry of Foreign Affairs, etc.). Approval documents (territorial level) are key in terms of the strategic thinking of regional decision makers; the higher proportion of these documents increases the weight strategic planning processes carry in regional development.

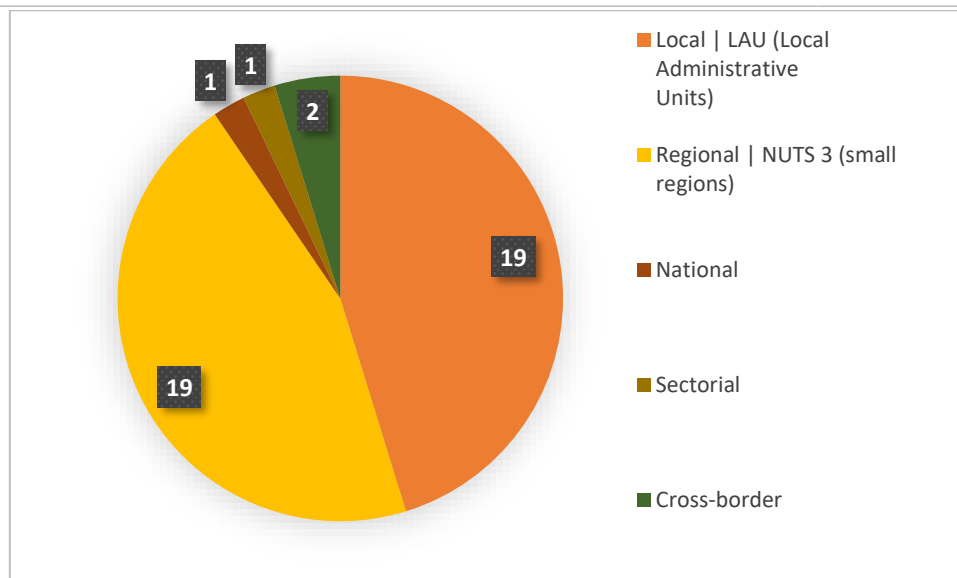


Figure 11: Level of approval

7. Monitoring the Analysed Strategies

Monitoring and evaluation play a key role in EU planning methodology; their application in strategy-making is essential to ensure an efficient learning process during a given programming cycle. Accordingly, a significant part of the strategies examined provide general guidelines on monitoring and evaluation, however, the specific monitoring of the implementation of the objectives and targeted actions - and their evaluation in particular-, is not yet a general practice, although they are already properly applied in some cases.

In most of the strategies analysed, regular monitoring had been recommended, only 7 documents had not defined monitoring processes in some form. Monitoring tasks had mostly been performed by internal staff, but for some strategies, external experts had also provided assistance (*Figure 12 and Table 4*). It is important to add that the quality and nature of the monitoring processes were not examined in depth.

Monitoring mechanism specified in the strategy

41 responses

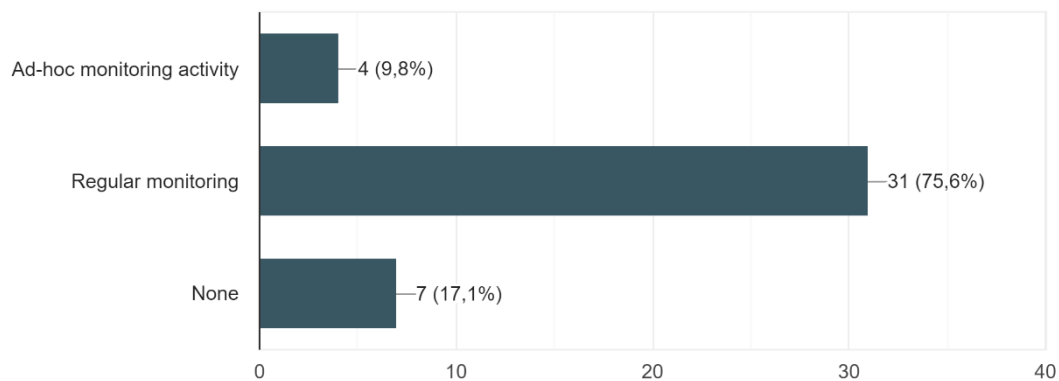


Figure 12: Monitoring mechanism specified in the strategies

Table 4: Monitoring process in the strategies examined

Title of the strategy	Type of monitoring defined in the strategy	Participation of external experts or internal staff in the monitoring process
Vas County		
Integrated Territorial Programme and Area Development Concept of County Vas	Regular monitoring. Traceability is taken by the County Self-government.	Internal staff
Climate Strategy of County Vas	The strategy defines a monitoring before the issue of the strategy, annual monitoring, monitoring every 3 and 5 years, as well as ad hoc monitoring. Monitoring is completed by the members of the platform and the County Self-government.	Internal staff
County Vas Employment Strategy 2017-2021	- continuous monitoring - annual reports	Internal staff
The City of Szombathely with County Rights Settlement Development Concept and Integrated Settlement Development Strategy	Annual monitoring	Internal staff
Szentgotthárd Integrated Settlements Development Strategy	Annual monitoring report Monitoring is completed by 1 employee of the self-government and the Monitoring Committee.	Internal staff

Title of the strategy	Type of monitoring defined in the strategy	Participation of external experts or internal staff in the monitoring process
Vasi Hegyhát-Rába mente LEADER Action Group Local Development Strategy 2014-2020	Annual progress report	Internal staff
Local Action Group for the Future of Savaria Local Community Development Strategy 2014-2020	<ul style="list-style-type: none"> - Annual monitoring, - as well as in case of result indicators minimum once a year before launching the project, during the project and after the project. - Completed by the staff of LAG 	Internal staff
Pannon Area Development Association LEADER Local Development Strategy 2014-2020	No detailed monitoring process descriptions are defined in the strategy. The strategy proposes annual reports.	Internal staff
Őrség Without Borders Association Local Development Strategy 2014-2020	Temporary monitoring	Internal staff
Employment Strategy of Southern County Vas	<ul style="list-style-type: none"> - Regular monitoring (at the same time with the monthly, quarterly reports) - ad-hoc, in case of necessity 	Internal staff
Sárvár Spa Development Strategy	No monitoring process descriptions are defined in the strategy.	-
MURABA European Grouping of Territorial Cooperation Development Strategy	No monitoring process descriptions are defined in the strategy.	-
Cross-border Tourism Strategy.	No monitoring process descriptions are defined in the strategy.	-
Zala County		
Lenti and Region Rural Development Association Leader Local Development Strategy 2014-2020	A review of the strategy, 1 complex amendment, amendment 2 is currently underway. No decision has yet been made on supported programs, and monitoring is not yet relevant in this case.	Internal staff
Zala's Green Heart Local Action Group Local Development Strategy 2014-2020	The fulfilment of indicators is monitored continuously at the level of individual projects, and at the level of measures, summed up once a year.	Internal staff

Title of the strategy	Type of monitoring defined in the strategy	Participation of external experts or internal staff in the monitoring process
Zala County Employment Strategy and Action Plan 2016-2021	Regular (quarterly) Steering Group meeting, County Employment Forum on an annual basis, in the framework of which the annual review of the strategy and the approval of its amendments are carried out, with the involvement of an external expert.	Both are involved in the monitoring process.
West Zala Employment Strategy and Action Plan 2018-2021	Regular (quarterly) Steering Group meeting, annual Pact Employment Forum, in the framework of which an annual review of the strategy and approval of amendments are carried out, with the involvement of an external expert.	Both are involved in the monitoring process.
Investment Promotion Strategy in the Lenti and Zalaegerszeg Districts	-	-
Zala County Regional Development Program - Strategic Program	The strategy did not explain the mechanism in detail ("it is advisable to delegate monitoring activities to the county self-government or to an organisation directly related to the county self-government").	Both are involved in the monitoring process.
Integrated Settlement Development Strategy of Lenti	<p>The Monitoring Committee regularly reviews the process of implementing the strategy and makes recommendations to the relevant committees and representatives; discuss and adopt the annual monitoring report and make recommendations in this regard.</p> <p>Actual procedure: The review and updating of the Integrated Settlement Development have started in connection with the 2021-2027 unio's semester.</p>	Internal staff
Integrated Settlement Development Strategy 2014-2020 of Zalaegerszeg	The City Management Department participates in the maintenance, operation, and monitoring of the implemented projects. The task of Városgazdálkodási Ltd., Which	Internal staff

Title of the strategy	Type of monitoring defined in the strategy	Participation of external experts or internal staff in the monitoring process
	is exclusively owned by the local government, is to perform the “classic” settlement management activity.	
Sustainable Energy and Climate Action Plan of Zalaegerszeg	Regular monitoring	Internal staff
Settlement Development Concept and Integrated Settlement Development Strategy of Nagykanizsa	Regular monitoring	Both are involved in the monitoring process.
Integrated Settlement Development Strategy of Keszthely	The task of the operational management organisation (City Development Company) is to prepare an annual report for decision-makers on the implementation of Integrated Settlement Development.	Internal staff
Cohesion Study and Integrated Development Strategy of the MURA Region EGTC	-	-
Pomurje Region		
Local development strategy for LAG Goričko 2020	Regular monitoring was specified in the strategy and also actually used during the implementation timeframe of the strategy.	Capacities used for monitoring are both internal and external.
Local development strategy for LAG With the kind people 2020	Regular monitoring was specified in the strategy and also actually used during the implementation timeframe of the strategy.	Capacities used for monitoring are internal (experts of the organisation).
Local development strategy for LAG Prlekija	Regular monitoring was specified in the strategy and also actually used during the implementation timeframe of the strategy.	Capacities used for monitoring are internal (experts of the organisation).
Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020	Ad-hoc monitoring	Capacities used for monitoring are internal (internal expert of the institution).
Sustainable urban strategy for the city Municipality of Murska Sobota	Ad-hoc monitoring	Capacities used for monitoring are internal (internal expert of the institution).

Title of the strategy	Type of monitoring defined in the strategy	Participation of external experts or internal staff in the monitoring process
Development strategy for Municipality of Gornja Radgona	Although no mechanism for monitoring was specified in Development strategy for Municipality of Gornja Radgona, ad-hoc monitoring was used during the implementation of the strategy.	Capacities used for monitoring were internal – internal experts of the organisation.
Regional Development Program for Pomurje	Regular monitoring	Capacities used for monitoring were internal.
Podravska Region		
Strategic starting points for the development of the cohesion region Eastern Slovenia	Ad-hoc monitoring activity	-
Regional Development Program for the Podravska Development Region 2021-2027	Regular monitoring	External experts
Sustainable urban strategy for Maribor	Regular monitoring - Evaluation on 3 levels	Internal staff
Tourism development strategy in the area of 22 municipalities Upper Podravje (Central Styria) Maribor-Pohorje-Slovenske gorice and Dravsko polje 2010-2020	Regular monitoring	Both are involved in the monitoring process.
Development and marketing strategy of tourist destination Ptuj in 2017-2021	Regular monitoring	External experts
Integrated transport strategy for Maribor	Regular monitoring	External experts
Integrated transport strategy for Ptuj	Regular monitoring	External experts
Local development strategy for LAG TOTI LAS	Ad-hoc monitoring activity	Internal staff
Local development strategy for LAG Lastovica	Regular monitoring	Both are involved in the monitoring process.

8. The Evaluation Process of the Analysed Strategies

Throughout our analysis, only the temporal aspect of the evaluation process was focused on, i.e., what the proposed evaluation method (ex-ante, on-going, ex post) had been at the time of preparing each document. The evaluation process itself had been carried out by independent

external experts in accordance with EU practice, for which internal management had provided data.

Similarly to the monitoring processes, evaluation and its methods and processes had been included in most planning documents. In addition to the evaluation method used in the document, we also focused on the means of carrying out the actual evaluation (*Figure 13 and 14*).

Evaluation mechanism referred to / foreseen in the strategy

41 responses

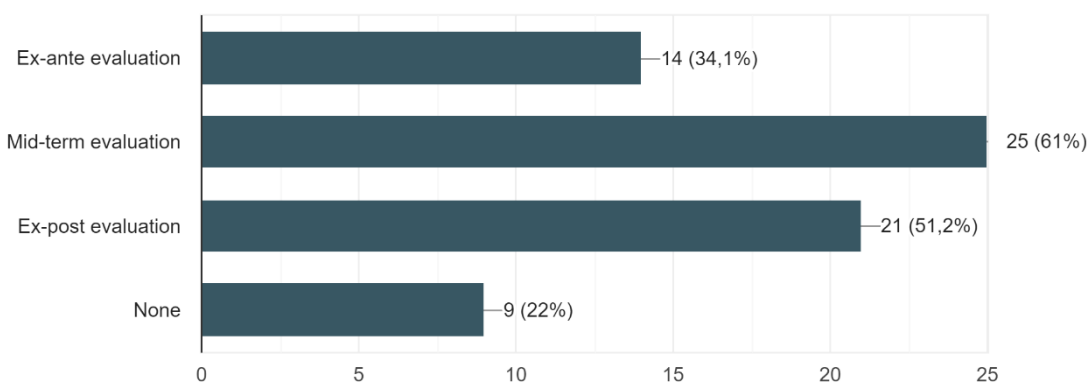


Figure 13: Evaluation mechanism referred to / foreseen in the strategy

Evaluation mechanism actually used before / during / after implementation of the strategy

41 responses

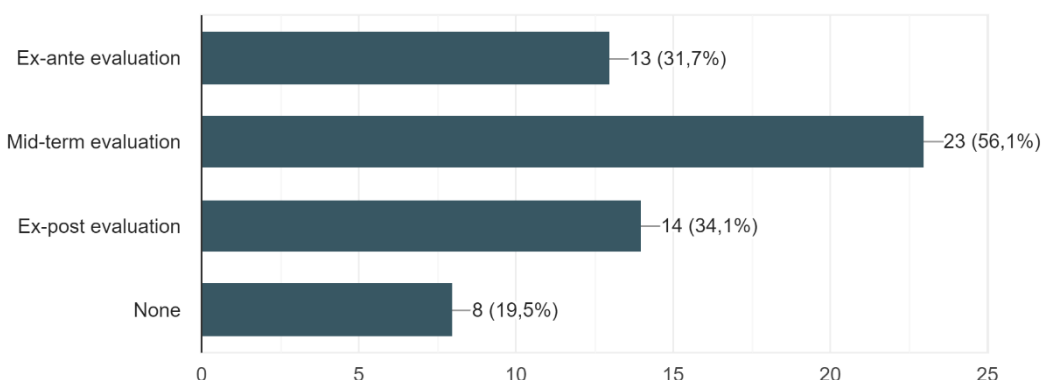


Figure 14: Evaluation mechanism actually used before / during / after implementation of the strategy

The table below shows the evaluation process used in each strategy during and after their implementation, as well as the persons designated to carry out the evaluation process.

Table 5: Evaluation method in each strategy

Title of the strategy	Methodology of the evaluation	Definition and the number of people conducting evaluation
Vas County		
Integrated Territorial Programme and Area Development Concept of County Vas	No evaluation methods are defined in the document. It states: „ <i>the future methodology will be defined by the Managerial Committee and the actors of the ITP owner.</i> ”	Evaluation is conducted by the county self-government based on the principles of Managing Authority (MA).
Climate Strategy of County Vas	No evaluation methods are defined in the document.	No evaluators are defined in the strategy.
County Vas Employment Strategy 2017-2021	- internal evaluation - external evaluation One evaluation during the project, and one after closing it.	The internal evaluation is carried out by the members of the consortium, while the external evaluation is carried out by a contracted expert.
The City of Szombathely with County Rights Settlement Development Concept Integrated Settlement Development Strategy	No evaluation methods are defined in the document.	No evaluators are defined in the strategy.
Szentgotthárd Integrated Settlement Development Strategy	Annual evaluation	The person who is responsible for the monitoring, is responsible for the coordination and execution of the evaluation process as well.
Vasi Hegyhát-Rába mente LEADER Action Group Local Development Strategy 2014-2020	No evaluation plans are defined in the document.	No evaluators are defined in the strategy.
Local Action Group for the Future of Savaria Local Community Development Strategy 2014-2020	The document contains the usage of both a subjective evaluation (questionnaire to the citizens, and interview with the most important actors), and an objective evaluation (project reports of the winning applications)	The Labour System of LAG completes the evaluation.
Pannon Area Development Association LEADER Local Development Strategy 2014-2020	No evaluation plans are defined in the document.	No evaluators are defined in the strategy.
Órség Without Borders Association Local Development Strategy 2014-2020	No evaluation plans are defined in the document.	No evaluators are defined in the strategy.

Title of the strategy	Methodology of the evaluation	Definition and the number of people conducting evaluation
Employment Strategy of Southern County Vas	Self-assessment	The Employment Pact Organisation completes the evaluation.
Sárvár Spa Development Strategy	The document does not contain methodology concerning the evaluation.	No evaluators are defined in the strategy.
MURABA European Grouping of Territorial Cooperation Development Strategy	The document does not contain methodology concerning the evaluation.	No evaluators are defined in the strategy.
Cross-border Tourism Strategy.	The document does not contain methodology concerning the evaluation.	No evaluators are defined in the strategy.
Zala County		
Lenti and Region Rural Development Association Leader Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - Ex-ante evaluation - Mid-term evaluation 	<ul style="list-style-type: none"> - The on-going evaluations of the activities of the final beneficiaries are carried out by the management, the costs of which are not separate from the general management costs. - The LEADER program has not yet been contracted with final beneficiaries, and the ex-ante evaluation of the program has been carried out in part by the Office for Agriculture and Rural Development.
Zala's Green Heart Local Action Group Local Development Strategy 2014-2020	<ul style="list-style-type: none"> - Ex-ante evaluation 	Internal staff: task of work organisation, 2 days/year
Zala County Employment Strategy and Action Plan 2016-2021	<ul style="list-style-type: none"> - Ex-ante evaluation - Mid-term evaluation 	<ul style="list-style-type: none"> - In addition to internal evaluation, 1 interim and 1 final evaluation (Pact Prequalification and Pact Rating) are coordinated nationally. - Regular evaluation and review of the employment strategy and action plan are carried out within the framework of the employment pact tender, once in a year with the involvement of an external expert, we prepare the annual county economic and employment flash reports. Within the framework of the on-going evaluation, the

Title of the strategy	Methodology of the evaluation	Definition and the number of people conducting evaluation
		performance analysis of the action plan, the analysis of the results of the needs assessment, and the analysis of the labour market time series are performed.
West Zala Employment Strategy and Action Plan 2018-2021	<ul style="list-style-type: none"> - Ex-ante evaluation - Mid-term evaluation 	<ul style="list-style-type: none"> - In addition to internal evaluation, 1 interim and 1 final evaluation (Pact Prequalification and Pact Qualification) are coordinated nationally. - Regular evaluation and review of the employment strategy and action plan will take place in the framework of the employment pact, once a year, with the involvement of an external expert. Within the framework of the interim evaluation, the performance analysis of the action plan, the analysis of the results of the needs assessment, and the analysis of the labour market time series are performed.
Investment Promotion Strategy in the Lenti and Zalaegerszeg Districts	-	-
Integrated Settlement Development Strategy of Lenti	- Mid-term evaluation	The strategy does not separate the concepts of monitoring and evaluation, expected on-going evaluation (processes), and ex-post evaluation - impact assessment, but no real evaluation.
Zala County Regional Development Program - Strategic Program	- Mid-term evaluation	<ul style="list-style-type: none"> - The evaluation has not been elaborated in detail in the strategy, the evaluation will appear in the amendment of the Regional Development Program based on the feedback of the MA. - The evaluation of territorial operational programs is coordinated at the national level, in the annual reports - the annual report for 2018 is

Title of the strategy	Methodology of the evaluation	Definition and the number of people conducting evaluation
		available, also in 2018, the “Evaluation of integrated territorial programs” study was written (HBH).
Integrated Settlement Development Strategy of Keszthely	- Ex-post evaluation	The implementation and results of the Integrated Settlement Development Strategy are periodically reviewed and evaluated by the City Council of Representatives.
Integrated Settlement Development Strategy 2014-2020 of Zalaegerszeg	- Ex-ante evaluation - Mid-term evaluation	Evaluation related to TOP projects can be followed in the annual reports in addition to the MA task and periodic evaluation (2018).
Sustainable Energy and Climate Action Plan of Zalaegerszeg	- Mid-term evaluation	A group designated for this purpose within the mayor's office.
Settlement Development Concept and Integrated Settlement Development Strategy of Nagykanizsa	- Mid-term evaluation	External evaluators
Cohesion Study and Integrated Development Strategy of the MURA Region EGTC	-	-
Pomurje Region		
Local development strategy for LAG Goričko 2020	There are two evaluation mechanisms foreseen in the strategy and used: mid-term evaluation and ex-post evaluation.	Capacities used for evaluation are like those used for monitoring, this is internal (LAG as lead partner and focus group formed by members of LAG) and external (external expert).
Local development strategy for LAG With the kind people 2020	There are two evaluation mechanisms foreseen in the strategy and used: mid-term evaluation and ex-post evaluation.	Made by internal experts of the organisation
Local development strategy for LAG Prlekija	Evaluation mechanisms foreseen in the strategy and also actually used are ex-ante, mid-term and ex-post evaluation.	All done by internal expert of the organisation.
Development Strategy for Non-Governmental Organisations of Pomurje 2014-2020	There was no evaluation mechanism specified in the strategy of LRF for Pomurje, but implementation of the strategy was actually evaluated through the achieved results (ex-post evaluation).	It was done by internal experts of the organisation.

Title of the strategy	Methodology of the evaluation	Definition and the number of people conducting evaluation
Sustainable urban strategy for the city Municipality of Murska Sobota	Evaluation mechanisms foreseen in the strategy are ex-ante (it was done by ZMOS – Association of urban municipalities and Ministry of environment and special planning) and ex-post (it will be done before new strategy will be elaborated). Capacities used for evaluation are both internal and external (experts for urban development from the Ministry for environment and special planning and ZMOS – Association of urban municipalities).	
Development strategy for Municipality of Gornja Radgona	Evaluation mechanism foreseen in the strategic document of the Municipality of Gornja Radgona as well as actually used evaluation mechanism was mid-term evaluation.	It was done by internal experts of the municipality and its administration/institution.
Regional Development Program for Pomurje	- mid-term evaluation - ex-post evaluation	Internal experts of the organisation
Podravska Region		
Strategic starting points for the development of the cohesion region Eastern Slovenia	-	-
Regional Development Program for the Podravska Development Region 2021-2027	Ex-ante evaluation	Internal experts of the organisation
Sustainable urban strategy for Maribor	Ex-post evaluation	Internal experts of the organisation
Tourism development strategy in the area of 22 municipalities Upper Podravje (Central Styria) Maribor-Pohorje-Slovenske gorice and Dravsko polje 2010-2020	Mid-term evaluation	External expertise
Development and marketing strategy of tourist destination Ptuj in 2017-2021	Ex-post evaluation	External expertise
Integrated transport strategy for Maribor	Ex-post evaluation	Departments of city administration
Integrated transport strategy for Ptuj	-	-
Local development strategy for LAG TOTILAS	Ex-post evaluation	Internal experts of the organisation
Local development strategy for LAG Lastovica	-	-

A significant proportion of the strategies examined include the same headline combining monitoring and evaluation. However, the detailed description given in the strategy does not

always include evaluation activities. It can be stated that there is a strong need for developing the practice of evaluation in the region (there is no example of ex-ante evaluation). In many cases, there had been no independent evaluation at all, which impairs the efficiency of the learning process and, ultimately, strategic planning between the consecutive strategic periods.

9. Summary

In the first phase of the analysis, all partners surveyed the strategies and development concepts formulated by 2020 in their particular regions: the Podravska and Pomurje regions (Slovenia) and in the Counties Vas and Zala (Hungary). The following agreed upon criteria had to be met to include strategies in the analysis for each particular region:

- a maximum of 3 strategies may be selected for analysis from an organisation;
- only one of the documents building on each other prepared for a given planning cycle may be included in the analysis;
- sector-focused strategies must also be selected in addition to regional planning documents;
- each of the strategies analysed must include documents concerning the immediate region of the Slovenian-Hungarian border;
- where possible, a planning document focusing on the cross-border dimension should also be included in the analysis.

In accordance with these criteria, each partner selected the documents to be analysed on the basis of an internet survey and online data collection (municipal and organisational websites, public databases, online legal databases). Each partner then completed an analysis of their county/region and filled in the Google Forms questionnaire provided. Based on the prepared strategy analysis documents and the responses provided to the questions, the strategy documents of the two countries were analysed and then compared.

TERRITORIAL, SECTORAL, AND TEMPORAL SCOPE OF THE STRATEGIES ANALYSED – The territorial scope of most of the strategies reviewed and analysed did not exceed the level of Hungarian counties and the Slovenian statistical regions that correspond to the NUTS 3 level. Of the 41 documents selected, 17 were local, 14 were NUTS 3 level, but 3 cross-border materials have

also been analysed. In addition, several sectoral strategies were included in the analyses. These planning documents correspond to sectoral strategies on the sectoral or the territorial level. In most cases, the temporal scope of the documents corresponds to the implementation period of the EU programming period 2014 to 2020. Furthermore, the next documents built on the current planning documents of most of these strategies are either expected or are already in progress, which will be the defining documents of the new cycle. The responses regarding these two aspects defined in this chapter show that consistent, multi-annual, target-oriented strategic planning is preferred and practiced among the organisations planning and implementing strategies, and these strategies are mostly aligned with EU budgeting and programming periods.

VISION OF THE ANALYSED STRATEGIES, PRIORITIES, ALIGNMENT WITH EU GOALS – The vision and the priorities are essential elements of each document as these provide the foundation for the most important goals to be achieved. Thus, each strategy contains a vision and the priorities that materialise from this vision. In the case of these priorities, it is important to highlight that they had largely been aligned with the 11 thematic objectives of the cohesion policy of the EU programming period 2014 to 2020. We also explored whether the specified priorities can be aligned to the new cohesion policies of the EU. It is important to note, that it is possible to break down the individual priorities to the level of measures, on the basis of which each priority can often be linked to all 5 new thematic objectives in the 2021-2027 programming cycle¹:

- **Smarter Europe**, through innovation, digitisation, economic transformation and support to small and medium-sized businesses
- a **Greener Europe**, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change
- a **Connected Europe**, with strategic transport and digital networks
- a **more Social Europe**, delivering on the European Pillar of Social Rights and supporting quality employment, education, skills, social inclusion and equal access to healthcare
- a **Europe closer to citizens**, by supporting locally-led development strategies and sustainable urban development across the EU.

From the above it can be stated that the target systems specified in these strategies are not sufficiently focused in terms of corresponding to the EU methodology. Matching the strategies with the thematic objectives of the European Semester 2021 to 2027 is rather troublesome, thus their revision is expected to be necessary as they need to be aligned more with the new EU objectives.

TERRITORIAL INSTRUMENTS, ACTION PLAN, BUDGET – The territorial instruments defined by the European Union were present in each strategy. These all require unique specifications and a more sophisticated planning and coordination methodology. Both in Hungary and in Slovenia, Local Action Groups (LAGs) use mostly CLLD, which is the most commonly applied territorial instrument, in the preparation of their development strategies. This clearly has a positive effect on the knowledge basis and capacities supporting strategic planning in the region, as this territorial instrument has the most elaborate and mature EU methodology, based on the decades-long regional development practice of the LEADER programmes.

The majority of the planning documents reviewed included a detailed action plan. Most strategies used their priorities as a guideline for implementing their action plan and the measures listed in it.

The strategies can be divided into 3 major groups in terms of budget:

- those with an autonomous budget, such as the strategy of a settlement (the strategies of the cities of a county status in Hungary, the strategy of the Municipalities of Murska Sobota and Maribor in Slovenia), but in Hungary, the employment co-operations also have an autonomous source of funding;
- strategies with distributed resources, these can be applied for through open calls for proposals. These include local action plans for example;
- the third category includes strategies that do not have autonomous sources of funding (climate strategies, EGTC strategies). Naturally, the budgets of these strategies are not allocated to the targets or activities.

RESOURCES USED FOR STRATEGY PLANNING, THE INVOLVEMENT OF STAKEHOLDERS. – Evaluating the completed strategy analyses and the responses, it can be stated that the preparation of the strategies - both on the Slovenian and the Hungarian side of the border - had

received financial support, from which external expert fees had been financed alongside the costs of internal management and expert groups.

In Hungary, most strategies had been prepared by external experts, internal staff had mostly participated as contributors or took part in controlling processes, while in Slovenia, it was much more common that the staff of a given organisation had prepared the strategies themselves. This presupposes or creates different types of internal knowledge in the holders of the strategy preparing these strategies in Slovenia and Hungary, as well as differences in their respective expert market. Based on this, it can be stated that in Slovenia, a bottom-up approach is more widespread in strategic planning, so local ideas can get more traction. This approach also helps in identifying opportunities and risks and respond to them faster. This locally based work process can serve as an example to be followed by Hungary in developing future strategies.

Regarding the involvement of civil society and its means themselves, it can be said that each of the strategies analysed had been based on a broad involvement of stakeholders, the incorporation of their ideas and suggestions. The secondary analysis of previous strategies can also be demonstrated in them (based on desktop research). In most cases, the number of stakeholders involved in planning amounted to at least 21 organisations. During the process of planning, municipalities, NGOs and non-profit private companies had been represented in the largest number, but individuals, businesses and central government authorities, as well as institutions had also contributed to a significant extent by sharing their relevant ideas. It can be concluded that the practice of conducting broad, multi-stakeholder consultations is widespread. The target groups can be considered responsive, which is most likely due to the varied tools and methodology used in the consultation (e.g., online tools).

Approval documents (territorial level) are important in terms of the strategic thinking of regional decision makers; the higher proportion of these documents increases the weight strategic planning processes carry in regional development.

MONITORING THE ANALYSED STRATEGIES – Monitoring and evaluation have a key role in EU planning methodology, and their application in strategy-making is essential to ensure the learning process in the programming cycle. Accordingly, a significant part of the strategies examined provide general guidelines on monitoring and evaluation, however, the specific monitoring of the implementation of the objectives and targeted actions - and their evaluation

in particular-, is not yet a general practice, although they are already properly applied in some cases.

In most of the strategies analysed, regular monitoring had been recommended, only 7 documents had not defined monitoring processes in some form. Monitoring tasks had mostly been performed by internal staff, but for some strategies, external experts had also provided assistance.

THE EVALUATION PROCESS OF THE ANALYSED STRATEGIES – Similarly to the monitoring processes, evaluation and its methods and processes had been included in most planning documents. During our analysis, only the temporal aspect of the evaluation process was focused on, i.e., what the proposed evaluation method had been at the time of preparing each document. It can be stated that there is a strong need for developing the practice of evaluation in the region (there is no example of ex-ante evaluation). In many cases, there had been no independent evaluation at all, which impairs the efficiency of the learning process and, ultimately, strategic planning between consecutive strategic periods.

Annex - List of potential organizations relevant for capacity building in the field of strategic planning

List of organizations	
Slovenia	
Local public authority	
1.	Municipality of Apače
2.	Municipality of Beltinci
3.	Municipality of Cankova
4.	Municipality of Črenšovci
5.	Municipality of Dobrovnik
6.	Municipality of Gornja Radgona
7.	Municipality of Gornji Petrovci
8.	Municipality of Grad
9.	Municipality of Hodoš
10.	Municipality of Kobilje
11.	Municipality of Križevci
12.	Municipality of Kuzma
13.	Municipality of Lendava
14.	Municipality of Ljutomer
15.	Municipality of Moravske Toplice
16.	City Municipality of Murska Sobota
17.	Municipality of Odranci
18.	Municipality of Puconci
19.	Municipality of Radenci
20.	Municipality of Razkrižje
21.	Municipality of Rogašovci
22.	Municipality of Sveti Jurij ob Ščavnici
23.	Municipality of Šalovci
24.	Municipality of Tišina
25.	Municipality of Turnišče
26.	Municipality of Velika Polana
27.	Municipality of Veržej

List of organizations	
28.	Municipality Benedikt
29.	Municipality Cerkvenjak
30.	Municipality Cirkulane
31.	Municipality Destnik
32.	Municipality Dornava
33.	Municipality Duplek
34.	Municipality Gorišnica
35.	Municipality Hajdina
36.	Municipality Hoče-Slivnica
37.	Municipality Jurišinci
38.	Municipality Kidričevo
39.	Municipality Kungota
40.	Municipality Lenart
41.	Municipality Lovrenc na Pohorju
42.	Municipality Majšperk
43.	Municipality Makole
44.	Municipality Maribor
45.	Municipality Markovci
46.	Municipality Miklavž na Dravskem polju
47.	Municipality Oplotnica
48.	Municipality Ormož
49.	Municipality Pesnica
50.	Municipality Podlehnik
51.	Municipality Poljčane
52.	Municipality Ptuj
53.	Municipality Rače-Fram
54.	Municipality Ruše
55.	Municipality Selnica ob Dravi
56.	Municipality Slovenska Bistrica
57.	Municipality Središče ob Dravi
58.	Municipality Starše
59.	Municipality Sveta Ana

List of organizations	
60.	Municipality Sveta Trojica v Slov. goricah
61.	Municipality Sveti Andraž v Slov. goricah
62.	Municipality Sveti Jurij v Slov. goricah
63.	Municipality Sveti Tomaž
64.	Municipality Šentilj
65.	Municipality Trnovska vas
66.	Municipality Videm
67.	Municipality Zavrč
68.	Municipality Žetale
Regional public authority	
1.	Development center Murska Sobota
2.	Council of the Pomurje development region
3.	Development Council of the Pomurje region
4.	Regional Development Agency for Podravje - Maribor
5.	Council of the Podravje development region
6.	Development Council of the Podravje region
7.	Employment Service of Slovenia, Regional office Maribor
8.	Employment Service of Slovenia, Regional office Ptuj
Sectoral agency	
1.	Development agency Sinergija
2.	Development agency Prekija
3.	Development agency PORA
4.	Institute for development and tourism Lendava
5.	Institute for Research and Sustainable Development - Smart House Martjanci
6.	Pomurje Chamber of Commerce and Industry
7.	Pomurje Technology Park
8.	Pomurje Tourist Association
9.	Agricultural and Forestry Institute Murska Sobota
10.	Pomurje Technology Park
11.	LRF za Pomurje Development foundation for Pomurje Region
12.	Regional chambers of craft and small business
13.	LEA za Pomurje, Local Energy Agency Pomurje

List of organizations	
14.	Center for Health and Development Murska Sobota
15.	Chamber of Agriculture and Forestry, Murska Sobota
16.	Styrian Chamber of Commerce
17.	Science and Research Center Bistra Ptuj
18.	Development Information Center Slovenska Bistrica
19.	Slovenske gorice Development Agency
20.	Maribor - Pohorje Tourist Board
21.	Podravje Energy Agency - Institute for Sustainable Energy Use
22.	Agricultural and Forestry Institute Maribor
23.	E-institute institute for project consulting, research and development of complete solutions
24.	Public Development Agency of the Municipality of Ormož
25.	Styrian Technology Park
26.	Maribor Regional Chamber of Crafts and Entrepreneurship
Education/training centre and school	
1.	Adult education centre Murska Sobota
2.	Adult education centre Lendava
3.	Adult education centre Gornja Radgona
4.	Research and Education Mansion Rakičan
5.	Maribor Adult Education Center
6.	School Center Maribor
7.	Higher Vocational School for Hospitality and Tourism Maribor
8.	First Gymnasium Maribor
9.	II. Gymnasium Maribor
Higher education and research	
1.	Faculty for Commercial and Business Sciences, DE Murska Sobota
2.	University of Maribor
3.	University of Ljubljana
4.	University of Maribor
5.	DOBA Faculty
6.	European center Maribor
7.	Clinical institute for medicine of work, traffic and sport
Enterprise, excluding SME	

List of organizations	
1.	Bus traffic Murska Sobota
2.	Kreal engineering
NGO	
1.	Korenika eco-social farm
2.	Institute Korak naprej
3.	Institute TRS Renkovci
4.	Institute for Culture, Tourism and Sport Murska Sobota
5.	Institute for tourism and culture Beltinci
6.	MIKK, Youth Information Cultural Club, Murska Sobota
7.	Pomurje Museum Murska Sobota
8.	Center for Health and Development Murska Sobota
9.	Animal Protection Association Pomurje
10.	Murska Sobota Gallery
11.	Gallery - Museum Lendava
12.	Regional and Study Library Murska Sobota
13.	Association of students of Prekmurje
14.	Institute Palemid Maribor - Institute for sustainable development
15.	BISTRA Projects, Institut for projects implementation Ptuj
16.	EKSPERTUM Ptuj, Institute for innovation, research and development, education, science and technology
17.	RoboSap, Institute of Technology, Ptuj
18.	IDTR, institute for digital transformation Maribor
19.	Institute for Applied Science Maribor
20.	IECG Maribor
21.	European Policy Development and Research Institute Maribor
22.	PIP Institute as a Regional Meeting Point of Non-Governmental Organizations
23.	IRP Institute for Entrepreneurship Research, Factory of Enterprises
24.	Association for Human Resources of the Municipality of Maribor, the municipalities of Lenart and Slovenska Bistrica
25.	IRDO - Institute for the Development of Social Responsibility
26.	Maribor Provincial Museum
27.	Regional museum of Ptuj-Ormož
28.	Maribor Art Gallery
29.	Maribor Public Library

List of organizations	
30.	University Library Maribor
31.	PRIZMA Foundation for the Improvement of Employment Opportunities
32.	Štatenberg Tourist Association
33.	CITILAB, Institute for the Development of Creative Technologies Maribor
34.	EIC Univerzum Minerva Maribor
35.	Student organization of the University of Maribor
36.	Maribor Students' Association
Local Action Groups	
1.	LAG Goričko 2020
2.	LAG Prekija
3.	LAG With the Kind People
4.	LAG Ovtar Lenart
5.	LAG Toti Las
6.	LAG Lastovica
7.	LAG Jabolko
Other Slovenian institutions and organizations	
Hungary	
Local public authority	
1.	Bázakerettye
2..	Csesztreg
3.	Gosztola
4.	Kistolmács
5.	Letenye
6.	Lovászi
7.	Márokföld
8.	Nagykanizsa
9.	Páka
10.	Rédics
11.	Szécsisziget
12.	Szentgyörgyvölgy
13.	Zalabaksa
14.	Zalaegerszeg

List of organizations	
15.	Nagyrecse
16.	Csörötnék
17.	Orfalu
18.	Magyarszerdahely
19.	Szombathely
20.	Szentgotthárd
21.	Őrszentpéter
22.	Lenti
23.	Kőszeg
24.	Vasvár
25.	Szakonyfalu
26.	Alsósölnök
27.	Magyarszerdahely
28.	City Care Center, Municipality of Szentgotthárd
29.	Care Center, Municipality of Szentgotthárd
Regional public authority	
1.	Self-Government Office of Vas County
2.	West-transdanubian Water Directorate
3.	Savaria Museum
4.	Győr- Sopron – Ebenfurt Railway
5.	Őrség National Park Directorate
6.	Balaton-felvidéki National Park Directorate
7.	Zalaerdő Ltd.
8.	Vas County Civil Community Service Center
9.	Zala County Civil Community Service Center
National public authority	
1.	Hungarian National Archives
European Grouping for Territorial Cooperation (EGTC)	
1.	MURABA EGTC
2.	Mura Region EGTC
Sectoral agency	
1.	Lenti Tourinform

List of organizations	
2.	Hungarian Chamber of Agriculture, Directorate in Zala county
3.	Chamber of Commerce and Industry of Zala County
4.	Chamber of Commerce and Industry of Vas County
5.	Zala County Regional Development Agency Nonprofit Ltd.
6.	IMRO DDKK Nonprofit Ltd.
7.	Régiófókus Nonprofit Ltd.
8.	Pannon Novum Nonprofit Ltd.
9.	Institute for Transport Sciences Nonprofit Ltd.
10.	Lenti and Countryside Development Agency Public Benefit Nonprofit Ltd.
11.	Slovenian Countryside Economic Development Service Public Benefit Nonprofit Ltd.
12.	Humán Esély Consulting Nonprofit Ltd.
13.	Zalakaros Tourism Nonprofit Ltd.
14.	Hegypásztor kör
Education/training centre and school	
1.	Klebelsberg Centers in Zalaegerszeg and in Nagykanizsa
2.	Zalaegerszeg Vocational Training Center
Higher education and research	
1.	University of Pannonia
2.	Eötvös Loránd University
Enterprise, excluding SME	
1.	Herényis' House
NGO	
1.	Lenti Region Tourism Association
2.	Civilkurázi Lenti Civilszervezeteiért és Sportjáért Közalapítvány (Public Foundation)
3.	Cseszt Regélő Nonprofit Ltd.
4.	Helikon Castle Museum Nonprofit Ltd.
5.	Szentgotthárd and Region Tourism Association
6.	Zalai Falvakért Association
7.	Zala Wine Route Association
8.	Együtt Sikeres Nováért Association
9.	Slovenian Cultural and Tourist Association of Rába Region, Orfalu
10.	Holnapocska Nonprofit Ltd.

List of organizations	
11.	A Nap Harmata Public Benefit Foundation
12.	Lenti Spa Public Tourism Foundation
Local Action Groups	
1.	Zala's Green Heart LEADER
2.	Őrség Without Borders LEADER
3.	Pannon Regional Development Association
4.	Vasi Hegyhát-Rábamente LEADER
5.	Lenti and Region Rural Development Association
Natural and cultural heritage organisations	
1.	Göcsej Museum
2.	Írott-kő Nature Park
3.	Vasi-Hegyhát Nature Park
4.	Kámon Arboretum
Other Hungarian institutions and organizations	