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Case Study - LAG Tatabánya (Hungary)

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## LAG Tatabánya (Hungary)

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Loris Servillo: Expert in charge of the survey

### A. Summary table

<b>LAG name</b>	<b>Tatabányai Helyi Közösség (Local Community of Tatabánya)</b>
<b>Lead partner: AGORA Sport és Szabadidő Közhasznú Nonprofit Kft.</b>	<b>LAG director: Botond Sámuel executive director</b>
Address: 19 Szent Borbála Street, Tatabánya 2800, Hungary	

LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms
Multifund	ERDF	Territorial and Settlement Development Operational Program

	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme	2014HU16M2OP001	3.226.000 €	Community-led city development	Increasing the activity of the urban population via local community development, and improvement of cultural supply
European Social Fund (ESF) Programme	2014HU16M2OP001	1.613.000 €	Community-led city development	Increasing the activity of the urban population via local community development, and improvement of cultural supply

LAG Strategy				LAG Implementation Current situation (June 2017):
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	
67.043 (2014. census)	Development of community-cultural life in Tatabánya	City of Tatabánya	Population of Tatabánya	Waiting for supporter decision of managing authority

## B. Strategy

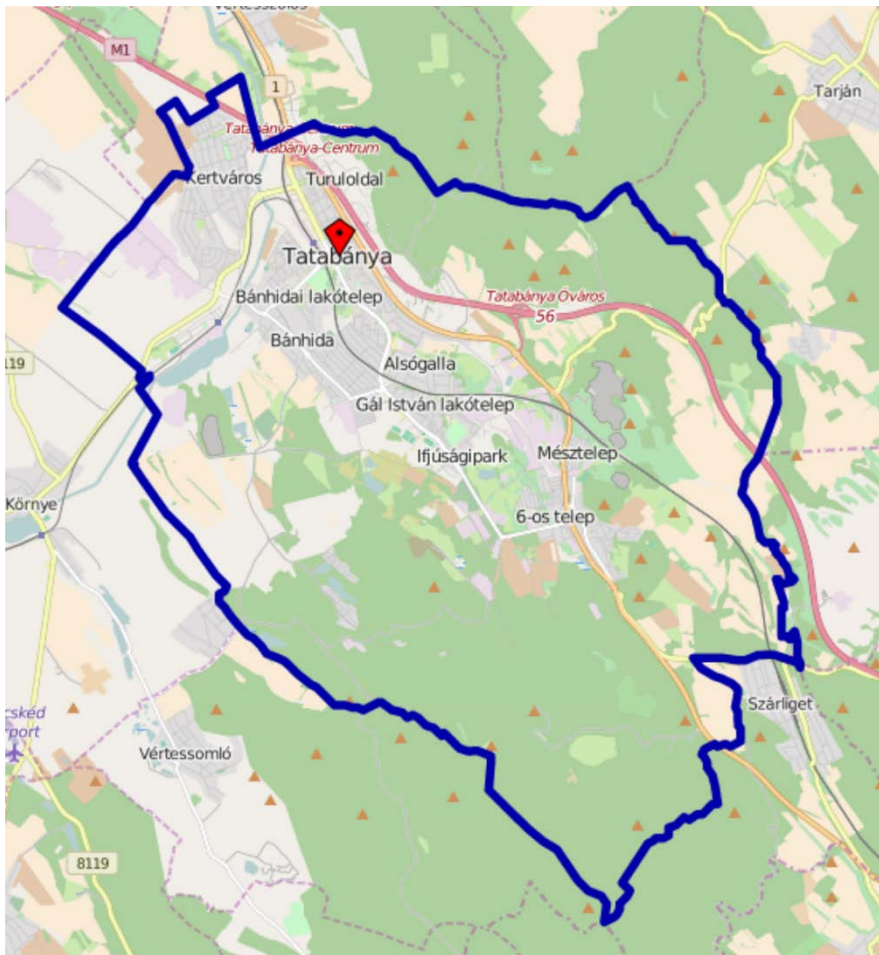
### B.1. Area of the CLLD

#### a. Area and population covered by the strategy

The mining industry in Tatabánya, which celebrates its 120 anniversary in 2016, has significant role in the historical past of the city. After the opening of the first mine in 1896 by the Magyar Általános Kőszénbánya Rt. (Hungarian Broad Stone-coal Inc.) with settlement of the mine workers new districts have been established beside the local villages around the today's Tatabánya. These settlements, which cover the total administrative circuit of today's Tatabánya, became a city in 1947.

After the end of mining the city had to find a new way to keep up the economic stability, and to preserve competitiveness. Thanks to the conscious city development strategy, new industrial sectors have been settled in Tatabánya, and this process reduced the differences between its districts.

Tatabánya is a county town, its territory 91,42 km<sup>2</sup>, population is 67 043 according to the 2014 statistics. The population of Tatabánya decreased in the last 20 years with nearly 4300 because of natural population decline and of emigration. According to the national tendency, Tatabánya also faces with increasing senescence. 6,26 % of its population claimed to belong to a different nationality. The two most significant nationalities are German and Gipsy, while there are relevant Slovak and some other nationalities in Tatabánya.



*b. Development needs and potential of the area*

In infrastructural perspective there is a clear need for the renewal of our existing community halls which give home for active communities, as well as there is a need for the development of the community halls' technical system. It's also necessary to develop the infrastructure to approach these institutions by harmonizing with the local transportation. We have to consider about new communities, we need to give them home, and for that we need new spaces (creative workshop, multifunctional concert hall and rehearsal room, community hall for recreation).

The upcoming infrastructural investments offer new opportunities for community development (Cifra Palota – used to be a community hall and club for miner officers built in the early 20th century, Gerecse Kapuja – tourist visitor centre). It is also necessary to work out a new plan for city facade, and to involve the local residents into this process.

The cultural council of the county and the cultural forum of the city are opened to share professional experiences, which can be a great help for the development of professionals. We also believe it is important to involve local economic operators (and multinational companies) in mutual cooperation, and in the planning and organization of the life of the local community.

To involve young people in the community planning and implementation procedure, we make the members of the generation “Z” interested about the cooperation in the cultural-community life.

Because of its favourable transport and special structure, Tatabánya became a successful industrial city again. Thanks to the conscious development and construction in the last decades, the local governments' economic developments strategy became a successful story: Tatabánya is now based on economic diversity.

The local economic operators are now involved in the support of the city's community, cultural, and social life both via material and natural resources, and they are now the supporters of different community projects. There is a great touristic potential in the industrial heritage of the Tatabánya mines, and the traditions connected to mining. As every district has its own identity, and they function as local centres, their communities managed to preserve their characteristics. The city helps to preserve these characteristics via institutions and projects.

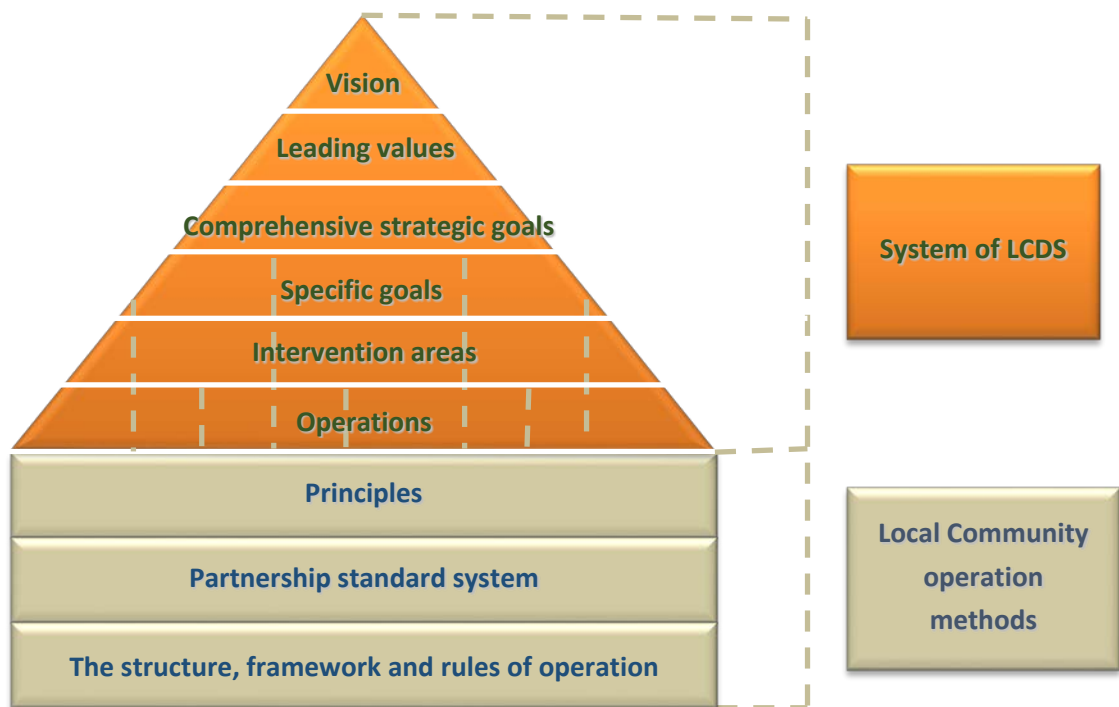
## B.2. Strategy of the CLLD

*a. Thematic scope of the strategy*

The development of social-cultural life in Tatabánya which is in the strategical focus within the framework of Helyi Közösségi Fejlesztési Stratégia (Local Community Development Strategy - LCDS) worked out by community planning. This strategy consists of multiple elements. These elements can be worked out independently, but they are related. These elements effect each other in social and in cultural perspective. The above mentioned strategy focuses on preserving the traditions, and seeking for creative, innovative and new social-cultural activities.

<b>VISION</b>	<b><i>As a local cultural centre of the county - with its clean, well-kept, sustainable and modern spaces and services - Tatabánya offers a great opportunity for leisure, recreation and community gatherings. The city's vivid and colourful cultural life is based on partnerships and cooperation, effecting, affirming Tatabánya's population retention.</i></b>
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<b>COMPREHENSIVE GOALS</b>	<i>I. Renewal of the social and cultural life, community halls, and community parks of Tatabánya.</i>		<i>II. Strengthening the identity consciousness connected to the districts of the city, and developing the population retaining force.</i>		
<b>SPECIFIC GOALS</b>	<i>I.1. Renewal of cultural halls and their environment in the districts according to 21st century requirements.</i>	<i>I.2. Renewing and vitalizing community building procedures and activities, strengthening local traditions.</i>	<i>II.1. Planning and accomplishing new community building processes, networking</i>	<i>II.2. Strengthen the functioning of local communities and groups focusing on keeping traditions.</i>	<i>II.3. Fostering development processes, touristic and recreational opportunities.</i>



b. Objectives of the strategy and their priorities

<b>AREAS OF INTERVENTION</b>	<b>B.1 Keyprojects</b>			<b>B.4</b>	<b>B.5</b>	<b>B.6</b>
	Renewing and developing the community halls of the city, and their environment.	B.2 Cultural and artistic initiatives, creative and inclusive processes.	B.3 Programs, processes, initiatives concerning local nationalities and tradition keeping	Initiatives and processes that respond to the challenges of the digital society and uses its achievements for community-cultural life („Homo Digitalis“)	New and innovative processes, supporting talent development and lifelong learning for various target groups special regards to generation “Y” and “Z”.	Programs, processes focusing on the development of healthy lifestyle, recreation and environment conscious attitude

*c. Targets and results*

<b>Interventi on area</b>	<b>Indicator</b>	<b>unit</b>	<b>Data source</b>	<b>Data-collection method</b>	<b>Frequency</b>
-	Development of social activity	scores (10 unit scale)	Reports, registers	Observation Online and group questionnaires Public forums	yearly
B1.	Number of renewed community, leisure, public spaces and facilities	piece	Managing Authority	Data enquiry	yearly
	Increase of institutional revenues	%	Financial report	Data enquiry	yearly
	Numerical growth of community functions in the renewed community spaces	piece	Professional report	Data enquiry	yearly
	Increased number of formal and informal groups hosted	%	Professional report	Data enquiry	yearly
B2.	Number of cultural and social programs in the framework of LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
	Number of inclusive and creative processes within the framework of LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
B3.	Number of national and tradition keeping programs within the framework of LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
B4.	Initiatives to increase ICT literacy The number of newly created open Internet access points in LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly

Intervention area	Indicator	unit	Data source	Data-collection method	Frequency
	The number of newly created applications, websites, online communities, information base within the framework of LCDS	piece	Professional report	Based on the data provided by final beneficiaries	Quarterly
B5.	Number of community development workshops and trainings within the framework of LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
	The number of talent developing, caring workshops and trainings within the framework of LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
B6.	Number of Health, recreational, environmental awareness-raising programs, number of initiatives within LCDS	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly
B7.	Number of improvements with community function in projects related to intervention areas B2, B3, B4, B5, B6	piece	Photos, attendance sheets, reports	Based on the data provided by final beneficiaries	Quarterly

### B.3. Place-based approach

#### a. Territorial coherence

Tatabánya created its own centre in Újváros during the development procedure, however yet every districts has its' own centre, and within these residential areas, there are institutional groups that provide basic institutional care. This strategy focuses on the city districts, as well as on the city as a whole at the same time.

The national Managing Authority has designated the frames of the strategy. According to this frames one contiguous action area had to be marked. However the local community decided to extend the strategy to the whole city.

The cooperation between local professional organization dating back to decades, and in 2013 the Agora Fórum (regular professional forum) was established, which can be considered as an exemplary collaboration.

The task of this professional partnership is to coordinate and harmonize the annual program plans, the common support of operative tasks, initiating social and cultural processes, giving feedback and controlling them for effective and coordinated operation. There are professional workshops within the frames of Agora Fórum, which serve as a platform for executing professional development processes.

#### b. Legacy with previous experiences

We don't have any previous experience about Local Action Groups, neither in the city, nor in its area, therefore this is a new initiative for us. Urban settlement cannot participate in LEADER programs, so professional content and its implementation frameworks cannot be adapted. Experiences in the creation and operation of the Agora Forum were the greatest help in designing processes. There are numerous

programs have been implemented in the past years in partner co-operation in the field of strategy planning, strategy development, creation and development of multifunctional community spaces, community development programs, and in the development of intersectoral collaboration.

*c. Synergy with existing local development strategies*

This strategy is implemented within the framework of Terület- és Településfejlesztési Operatív Program (national Territorial and Settlement Development Operational Program), which enables the realization of integrated and program based development in the city on an experimental basis.

The Local Community Development Strategy fits and connects to the local settlement development strategy, the micro-regional and county development concept, the local youth, cultural and public health program, the civil concept, the equal opportunity concept and other development plans of the city. It is a unique initiative in the social-cultural field, as well as in a general dimension, that the assignment of the allocation fields of the available resources is selected by the local community who is the target group in the same time.



## C. Management

### C.1. Financial structure

#### *a. Budget*

The financial background of the strategy is covered by the national Territorial and Settlement Development Operational Program through the European Regional Development Fund, the European Social Fund and Budget of Hungary. The allocation of funds available to implement the strategy is through open project announcements - in case of key projects it is based on project invitation. The specifications of the project announcements were determined according to the intervention areas. The received projects will be reviewed by the Local Judging Committee who will decide on the aid. 5 out of the 7 intervention areas are financed by the ESF fund. The ERDF financial framework principally supports the key projects together with the potential investment needs of the ESF project winners.

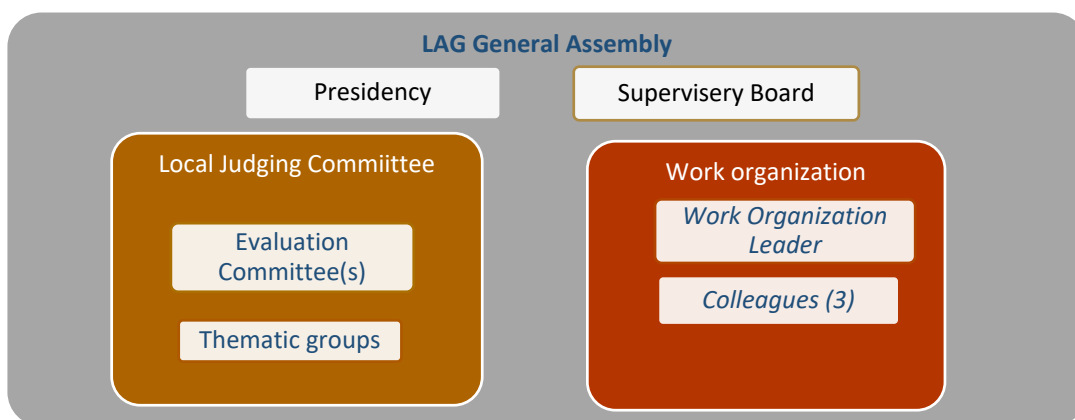
#### *b. Running costs and animation*

The work organization is responsible for the operative tasks of the strategy implementation. Operational costs are also supported by the Managing Authority under the ERDF framework up to 15% of the total cost. The operative tasks are the strategy planning, functional, community management (animation) and communicational, the program- mentoring and monitoring tasks, the administrative and financial tasks, animation of micro-region, generating projects.

### C.2. Administrative structure

#### *a. Local Action Group*

The Local Community of Tatabánya is responsible for the implementation of the strategy, while the Work Organization is responsible for providing the necessary judicial, administrative and financial background. The LAG consist of 10 organizations from the public sector, 15 NGOs, 11 business organizations to provide the balance. The Supreme Body of the LAG is the General Assembly consist of representatives of 36 organizations. The General Assembly is represented by the Presidency in the management of operational tasks, while the 3-member Supervisory Committee is responsible for the implementation and enforcement of decisions. The Local Judging Committee represents the equal representation of the three spheres of interest and the diversity of local society. The Local Judging Committee evaluates the project requests and proposes to the Managing Authority to support them. With regard to each organizational unit, we have placed great emphasis on ensuring a balance between sectors. The work of the Evaluation Committees is also assisted by external experts, while on the other hand, experts delegated by the members of LAG do the tasks.



	Organization	Sector	Function
<b>Public sphere</b>			
1.	<i>Tatabánya Megyei Jogú Város Önkormányzata / Local Government of Tatabánya County</i>	<i>Public administration</i>	<b>Chairman of the Supervisory Board</b>
2.	<i>T-SZOL Tatabányai Szolgáltató Zrt./ T-SZOL Tatabánya Service Provider Ltd.</i>	<i>Public Services</i>	<b>Member of Local Judging Committee</b>
3.	<i>AGORA Sport és Szabadidő Közhasznú Nonprofit Kft. / AGORA Sport and Leisure Public Nonprofit Kft</i>	<i>Community-Social</i>	<b>President Work Organization</b>
4.	Tatabánya Megyei Jogú Város Tatabányai Múzeum / Tatabánya Museum	Art, Entertainment, Leisure	
5.	Tatabánya Megyei Jogú Város József Attila Megyei és Városi Könyvtár / Tatabánya Library	Art, Entertainment, Leisure	
6.	Gazdaságfejlesztő Szervezet Tatabánya Nonprofit Kft. / Economic Development Organization Tatabánya Nonprofit Kft	Economic development	
7.	<i>Tatabányai Német Nemzetiségi Önkormányzat / German Nationality Local Government of Tatabánya</i>	<i>Public administration</i>	<b>Vice president of the Local Judging Committee</b>
8.	Tatabányai Szlovák Nemzetiségi Önkormányzat / Slovak Nationality Local Government	Public administration	
9.	Tatabányai Jászai Mari Színház, Népház / Jászai Mari Theatre	Art, Entertainment, Leisure	
10.	<i>Tatabányai Szakképzési Centrum / Vocational Training Centre of Tatabánya</i>	<i>Education</i>	<b>Member of Local Judging Committee</b>
<b>Civil Sphere</b>			
1.	<i>Tatabányai Sport Club</i>	<i>Sport</i>	<b>President of Judging Committee</b>
2.	Felsőgallai Baráti Kör Egyesület / Circle of friends, Felsőgalla	Community - Social	
3.	<i>Dallam Alapítvány / Dallam Foundation</i>	<i>Music, education</i>	<b>Member of the board</b>
4.	Alsógallai Baráti Kör Egyesület / Circle of friends, Alsógalla	Community - Social	
5.	<i>Peron Music Zeneműkiadó és Tehetségkezelő Alapítvány / Peron Music Publishing and Talent Management Foundation</i>	<i>Music, talent management</i>	<b>Bíráló Bizottsági tag Member of Local Judging Committee</b>
6.	Múltunk és Jövőnk Egyesület / Our Past and Future Association	Community-social, talent management	
7.	<i>Bánhidai Baráti Kör Egyesület / Circle of friends, Bánhia</i>	<i>Community- social</i>	<b>Member of the Supervisory Board</b>

Organization		Sector	Function
8.	Alapítvány Tatabánya Tánc kultúrájáért / Foundation for dance culture in Tatabánya	Dance, tradition keeping, education	
9.	Rozmaring Néptánc Együttes Baráti Egyesület / Rozmaring Folk Dance Association, Circle of friends	Dance, tradition keeping, education	
10.	Lángos Józsa Tatabányai Kertvárosi Sakk-kör Egyesület / Lángos Józsa Chess Association in Tatabánya	Sport	
11.	Nagy családosok Egyesülete / Association for Large Families	Community- Social	
12.	Bázis Gyermekek és Ifjúsági Egyesület / Bázis Child and Youth Association	Social and Youth	
13.	Népház Show Formációs Tánc Egyesület / Népház Show Formation Dance Association	Dance, education	
14.	Tatabányai Klímakör Közhasznú Egyesület / Tatabányai Klímakör Non-profit association	Environment	
15.	KPVDSZ Művelődési Ház Közhasznú Alapítvány / KPVDSZ Community Hall Non-profit Association	Community- Social	
<b>Business sphere</b>			
1.	Turul Média Kft.	Communication	
2.	RALTECH Felülettechnológiai és Kereskedelmi Kft	Metal industry	
3.	<b>Forgórózsa Népművészeti Központ Nonprofit Kft. / Forgórózsa Folk art centre non-profit Ltd.</b>	<b>Dance, education</b>	<b>Member of Local Judging Committee</b>
4.	<b>Vidámságok Háza Óvoda és Bölcsőde Nonprofit Közhasznú Kft. / Vidámságok Háza Kindergarten and Nursery School</b>	<b>Social</b>	<b>Member of board</b>
5.	Simatech Kft.	Metal industry	
6.	Patás Kft.	Sport and leisure	
7.	Pannon Prímahús Kft.	Food trade	
8.	<b>Arts Bar Kft.</b>	<b>Catering</b>	<b>Member of Local Judging Committee</b>
9.	Micropont Nyomdaipari Kft.	Press company	
10.	Vértés Gasztró Invest Kft.	Catering	
11.	<b>MENÜÁSZ 2002 Kft.</b>	<b>Catering</b>	<b>Member of the Supervisory Board</b>

#### b. Networks and Cooperation

To our knowledge there is no central initiative for networking, however the Managing Authority supports networking between Local Action Groups. Our LAG has been established for reaching the goals based on the work done in partnerships and with creating international cooperation in particular it will be possible to adapt good practices, innovative procedures ,methods, methods that have not been known so far, which can solve several problems.

Topics covered at national and international level:

- Cooperation for cultural and social purposes
- Cooperation connected to art
- Cooperation for educational and training purposes
- Cooperation for science purposes
- Initiatives by young people

The implementation of projects at international level not only has a social impact, but they have great contribution to the development of individual skills and competences.

## D. Implementation

### D.1. Strategy design

#### *a. Strategy design*

The national Managing Authority has made a call for local action groups to be formed and registered at urban level, taking into account the requirements of the CLLD framework. AGORA Nonprofit Kft. as a key player in local community development has initiated the process in the local community.

We have called on the local community and its representatives, the key players in the life of the community. During the preparatory meetings and mini workshops, the potential partner circle was divided into two groups.

At the meeting there was a consensual decision about which organizations will be the members and which ones will be the consultants and collaborators of LAG in order to maintain the balance between the sectors.

This was the beginning of the development of the Local Community Development Strategy of Tatabánya in three stages with the strategic planning tools provided by the Managing Authority.

The first phase of the strategic planning process started with the analysis of the situation and the environment, the review of partners and target groups, the exploration of their needs for community-cultural life, the gathering of experiences of designing partners and the prestige analysis of the community-cultural sector.

In the second phase, we have formulated a vision that can be appealing to the representatives of the community-cultural sector. We reviewed the control values that reinforce the city and its citizens.

In the third phase, the strategic steps of the current situation and the desired future were arranged into a hierarchical target system.

At this stage we recorded the constitutional structure of the Local Community of Tatabánya, its responsibilities, competencies, the laws and norms of partnership cooperation. The strategy is evaluated by the national Managing Authority and it has the right to decide about the implementation.

#### *b. Support and guidance*

The national Managing Authority issued a planning guideline for the preparation of the local community development strategy. This guideline did not limit the content of the strategy. Its purpose was to assist designers in developing a strategy that creates synergies of capacities. It has good quality, it is result-oriented and reacts to local needs. Though the previously created local settlement development strategies were made without community planning, but with the opinion of the local community, therefore we took into account the experiences of their planning and implementation.

### D.2. Strategy implementation

#### *a. Implementation progress*

Implementation has not yet started without the approval of the Managing Authority. For the time being we cannot provide information about the implementation experiences, so we can only present the planned framework of the operation.

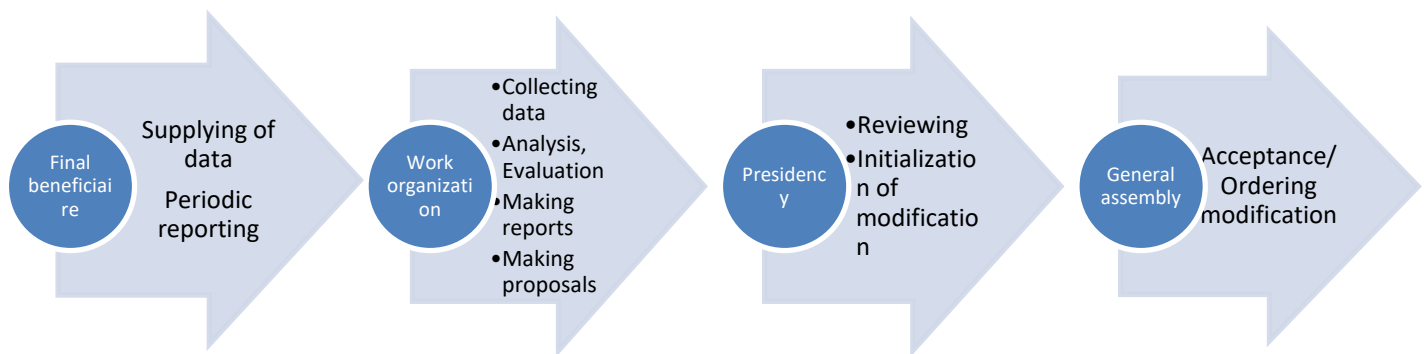
*b. Animation and participation*

We provide community participation through planned communication campaigns, regular mentoring activities, public workshops and communication platforms related to the call for proposals. The members of the Local Action Group and people with external counselling status, as prominent members of the local community and key players, enjoy the trust of the community.

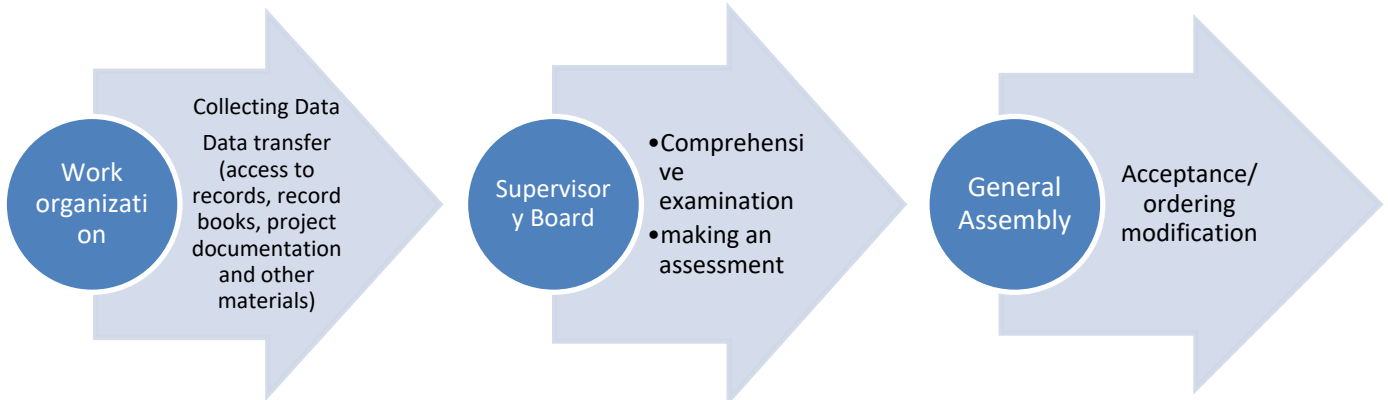
*c. Monitoring system*

During the strategy design period we created an own monitoring system, which is defined by the previous experiences and future expectations. Its purpose is to get timely, reliable, comparable and verifiable data. The monitoring and assessment tasks are done by the work organization. The Local Action Group of Tatabánya evaluates its own performance in self-monitoring. The Supervisory Board of 3 members prepares an annual report about the operation and management of the work organization for the General Assembly of Tatabánya.

**Monitoring and assessment process of LCDS:**



**Monitoring and assessment process of Local Community of Tatabánya**



## E. Added values and constraints

### a. *Added value and bottlenecks*

Expected added value:

- Population retention capacity of the area, local identity strengthening
- Improving local NGOs
- Improving the quality and efficiency of community development processes
- Preserving unique values and creating new traditions in Tatabánya
- Improving the quality of life of the elderly
- Adequate social recognition of women
- Curbing discriminations
- Involving the members of the generation 'Y' and 'Z' into community activities.

### b. *Multiple targets*

Complex, unit-friendly developments can be implemented. It is important to fit infrastructural investments into the professional programs of the intervention areas or vice versa. 40% of the available budget can be spent on key project implementation, which in our case means renovating and upgrading community halls, community spaces. 15% of the budget covers the expenses of the work organization. This cost can be funded by ERDF budget.

### c. *Adequacy*

The budget of the strategy is prepared in accordance with the predetermined budget framework therefore the planned activities can be successfully implemented.

ESF and ERDF funds can provide adequate coverage for the costs of the implementation of community development strategy which is based on the local needs assessment.

### d. *Good practices*

As the implementation process has not started yet, we cannot share such experiences.