



**Szent István University  
Gödöllő**

**PHD SCHOOL OF MANAGEMENT AND BUSINESS  
ADMINISTRATION**

**LEADER PROGRAM EFFECT ON THE  
DEVELOPMENT OF SOUTH-MÁTRA  
SETTLEMENTS**

**Thesis of the doctoral (PhD) dissertation**



**Written by:**

**Szénásy Andrea**

**Consultant:**

Dr. Magda Sándor  
University teacher, Doctor of MTA

**Gödöllő  
2011**

**Name of PhD school:** PhD School of Management and Business Administration

**Scientific branch:** Management and Business Administration

**Leader of doctoral school:** **Dr. Szűcs István**  
Head of institute, professor  
Doctor of economics  
Faculty of Economics and Social Sciences,  
Institute of Business Analysis and Methodology

**Consultant:** **Dr. Magda Sándor**  
University teacher, doctor of MTA  
Károly Róbert College

.....  
signature of the head of the PhD school

.....  
signature of the consultant

## TABLE OF CONTENTS

INTRODUCTION  
MATERIAL AND METHOD  
PRESENTATION OF RESEARCH RESULTS  
NEW SCIENTIFIC RESULTS  
CONCLUSIONS, PROPOSITIONS  
LIST OF PUBLICATIONS

## INTRODUCTION

### *Actuality of the topic*

More than 56% of the 27 EU countries' population lives in rural areas, which altogether constitute the 91% of total EU territory. The rural development has been always among the accentuated policy fields, so the agriculture and the sylviculture will play a capital role in the future as well. Their importance is enhanced by the provision of facilities enlarging economic profiles of rural communities. So that is the strengthening of European rural development policy means priority for the whole Union.

The European Union operates common policy of rural development, which, in spite of the union level governance, ensures considerable competence for the member countries and regions.

The financing of the vocational policy is partially made of the EU's federal and of the member countries' and regional budgets.

LEADER is a program initiated by the European Union (a so-called community initiative). The concept of community initiatives emerged as a result of the reforms of the Structural Funds in 1989. The main goal of each community initiative is to experiment with and work out new approaches and methods concerning the most important issues of the member states. It supports areas that are not covered by the development plans of the member countries but that are in the interests of the EU to be developed.

Apropos of Community proposals the developments will be enriched with additional values as:

- Development of cooperation among nations and regions and over borders,
- Strengthening of innovation,
- Initiation and implementation of developments from beneath

This program plays a dominant role in economic lives of EU member countries, since all of them keep important the quality change of rural area, and the falling of underdeveloped areas and regions into line with settlements laying in big cities' agglomeration territory. That's why the LEADER became the symbol of rural development.

I would like to support the actuality of my topic choose with the main statements listed below:

Leader+ is one of the four initiatives that are supported by the Structural Funds of the EU and are aimed at enabling the rural population of the EU to exploit the possibilities of the long-term growth of their regions.

Partnership communities and networks of experience exchange are the keystones of the program forwarding realization of integrated, high quality and original strategy of sustainable development.

In the period between 2000-2006 5046,5 million Euros could be spent for this target, of which 2105,1 million Euros were financed by the EAGGF Orientation department, and the rest of the sum was warranted by state and private contributions.

In the EU's 2007-2013 budgetary period Hungary – over the subvention based on the territory and the number of animal - used nearly 5 billion Euros, approximately 1.300 billion forints of union resource for the development of agriculture, rural environment and rural area.

Based on the experience of the past years it has to be emphasized and made aware that the task is not to spend the resources, but to place effective and sensible investments. In the realization the role of consultancy, the applicant- and client-friendly fulfillment, the join of experts and the science is dominant. The Károly Róbert College, as a Knowledge Center of Regional Agrarian Innovation, undertakes for this, that's how it wishes to help the development people living in the regions and the expansion of their environment.

#### *Main objectives of the research*

My basic hypothesis is that LEADER has played and is still playing a significant role in the development of the settlements of the South-Mátra region. In the first half of the program, approximately half of the settlements concerned joined the cooperation, while in the second half, all the remaining villages joined. The program taught people how to cooperate and why it is important. My presumption was that people's attitudes to the LEADER program and their understanding mainly depended on how educated they were. I wish to prove this presumption through the findings of my secondary research based on a survey using questionnaires. In addition, I wish to prove the same in connection with age by creating a model.

In the period of 2004-2006, I participated in applying the LEADER program in Hungary with the cooperation of Károly Róbert College. While there were arguments and misunderstandings at the beginning, participants started to realize the importance of understanding one another and collaboration as years passed by.

Based on the basic hypothesis, I identified five research objectives (C1, C2, C3, C4, C5), which later served as the grounds for my hypotheses and new scientific findings. The following list contains the objectives of my research:

- C1: the relationship between values, their conservation and rural areas (VALUES – RURAL AREAS)
- C2: the relationship between traditions, their conservation and rural areas (TRADITIONS – RURAL AREAS)
- C3: the relationship between employment, developing and creating jobs and rural areas (EMPLOYMENT – RURAL AREAS)
- C4: the population retaining power of rural areas (POPULATION – RURAL AREAS)
- C5: the relationships between age, education and responses to questionnaires (AGE – EDUCATION - PERSONALITY)

The above mentioned five areas of research jointly contribute to long-term rural development, similarly to the LEADER program, which provides settlements in the countryside with long-term perspectives instead of instant results.

Based on my research objectives, the following hypotheses were made:

H1: preserving of local traditions and values is the most important for country townships

H2: awareness of LEADER increases for years

H3: activation in LEADER program increases for years

H4: with the LEADER program's power of establishing welfare, the number of countryside population does not decrease

H5: the age and the education level affect the people's expectations to the LEADER program and also the answers for the queries

H6: the most informal channels are the personal meetings and panel discussions

In my Ph.D. thesis I search the answers for the above mentioned hypotheses by using of acquired data, analysis of queries and statistic method (SPSS program).

## 1. MATERIAL AND METHOD

During the composing of my thesis I aspired to purposive and appropriate methodical approach.

My leading plan during the buildup of my paper to follow:

- To compose aims,
- To survey professional literature,
- To draft the hypotheses acknowledged the aboves,
- To choose the research methodology,
- To collect data,
- To estimate data by using excel and SPSS statistical program
- To draw up new scientific results.

As a background to my thesis, I used several Hungarian and foreign books, journals and Internet websites from the specialist literature. In order to outline the background of the LEADER program, I described the main issues of rural development and the procedure and evolution of the rural development program of the European Union.

The basis for my research was that in 2005, Károly Róbert College started cooperation with the Hungarian LEADER Centre in organizing training and education for the action groups participating in the program (until 2007). I myself had the possibility to coordinate the seminars and international conferences organized for the action groups.

During the mentioned years we organized 8 seminars (Gyöngyös, Tokaj, Füzesgyarmat, Sümeg, Hőgyész...) and 2 international conferences (Tihany, Gyöngyös) and several one-day trainings. The seminars covered 3 days, including the first two days when the participants could attend lectures in different topics and sections and could build relationships in the evenings with foreign and domestic representatives of other action groups, and on the third day they could participate in project presentations in the place of the seminar.

During arranging seminars and participating programs, I had the opportunity to carry out qualitative data collection through interviews in order to have relevant information for identifying problems and to formulate my hypotheses. My interviews were built of informal conversations which means that the process were flexible and adaptive, but pre-proposed.

I interviewed the experts who were participated in the LEADER program from the beginning, so we could talk also about the realized changes and they shared their own experiences whit me as well.

However, the most significant method of research was using questionnaires, since I could analyze the changes as part of a process. In 2006, after the South Mátra 11 was established, I could ask people in village meetings to answer my questionnaires. In 2008, new questionnaires were used, and finally in 2009, my PhD thesis provided another opportunity for an evaluation. The latter two questionnaires had two different versions as it was interesting to examine the settlements of the South Mátra 11 action group separately from the settlements that joined the program later. Altogether 402 questionnaires were analyzed.

The questionnaires were handed out in the programs organized in October-November 2009, and were posted for the mayors of the settlements in the same number (50 pieces), which were replied prompt after filling out.

The data fixed in the queries were statistically evaluated by analysis based on scientific methods for confirming the paper's conclusions in appropriate quality. The data were treated by Microsoft Excel and SPSS 15.0 programs.

For the realization of the research aims I worked with two- and multivariate statistical methods.

The treatment of the primer research section's queries was done by non-parametric statistical tests. The main reason for this that my data were measurable on nominal and ordinal scales, and the main condition of parametric probes – the normal distribution - was not ensured in every case.

For testing the difference among three- or more independent probes I used Kruskal-Wallis and rarely for the cases of two independent probes am Mann-Whitnes test.

The main component analysis is the appropriate multivariate method for the research aim appointed in my paper.

The mentioned procedures were done by utilization of SPSS suite.

In my thesis I used several time the method of SWOT analysis (Strength, Weakness, Opportunities, Threats), which is a working method utilized in strategic planning. This analysis is an instrument of determining and exploration of problems. During the analysis we examined the inner specialties and the variation of external environment.

## 2. PRESENTATION OF RESEARCH RESULTS

The South Mátra 11 action group was founded by 41 members on 18 July 2005. The Monitoring Committee had 21 members. Károly Róbert Non-profit Ltd., based in Tass-puszta, Atkár, cooperated in the program as a major organization. The implementation period of the action plan was 5<sup>th</sup> May 2006 – 23<sup>rd</sup> July 2008. The action group gained 90 million Forints of sponsorship.

The action group consisted of 11 settlements, each of which belongs to the Gyöngyös Statistical Small Region. All the settlements are situated on an integral territory at the southern foot of the Mátra Mountains.

Considering the experiences of the already fulfilled territory- and rural development programs, it can be ascertained that the area's activity and the participation in development is very good. The 70% of projects included in the operative program of rural development done in 1999 was fulfilled by 2004.

The resting 30% were changed or failed because of external factors. The following rank can be determined for the sectoral partition of innovativity: autonomies – entrepreneurs – civil sector. It predicts for us that in the future created action groups the members of the last two sectors will play active roles.

In the aspect of local, county, regional (territory- and rural development) and central development resources, the settlements belonging to the action group can be qualified successful compared with the other settlements of the subregion, thanks to the high level of cooperation and to the appearance of regional approach.

The tender application activity of the last 5 years was increased with the appearance of EU sources. The fortuitous inefficiency of the submitted tenders usually was not because of technical mistakes but the lack of resources.

### **The South Mátra action group**

In 2008, the existing South Mátra 11 action group was extended by another 13 settlements, thus creating the **South Mátra Action Group**

### **Problems:**

The problems include the lack of protected local values, the dissatisfactory level of rural infrastructure, the bad condition of the inner road network, the lack of bicycle paths, the fact that many of the monuments are in bad condition and

consequently cannot be visited by tourist, the inappropriate tourism infrastructure, the majority of unemployed people being under-qualified, the problems of education and adaptation of the Roma population, farmers' lack of knowledge concerning agriculture, enterprise, the market and marketing, the lack of local produce and the low ratio of finished products.

### **Opportunities:**

Forming areas variegated and rich of landscape values, preservation of extended forest areas and natural types of habitats, increasing of sporting possibilities and touristic features, familiarization of monuments and cultural sights, establishing hiking road network and rural accommodation, increasing enhancement of demand for the territory's traditional goods and the utilization of forestry and wood sector, establishing of a more diversified economic structure, and the development of wood and other agrarian products, fishing, hunting, wine- rural and eco-tourism. The training of underprivileged and Roma population.

Priorities and their measures by amending and strengthening each other are serving the overall objectives of the Local Rural Development Strategy, the economic development and the fulfillment of the improving quality of life.

All the measures are the part of the whole and are integrating to each other. We can distinct so called generative measures which conduces the fulfillment of more difficult, so called complex type measures.

The priorities aiming economic development (expansion of local ventures, local tourism, economic environment, production and processing of local agrarian products) realize for the production of traditional and innovative commodities typical to countryside by establishing the necessary circumstances, for the improvement quality of life by the quality development of local and territorial services, and for the development of local economy by starting up ventures and the expansion of existing ones.

After the foundation of the South Mátra 11, we participated in numerous meetings with the inhabitants, where they were informed of the LEADER program, their possibilities of applying for project funding, and where we could discuss the topical issues and proposals. In 2006 and 2008, within the frameworks of such forums, the questionnaires compiled by the College as a major organization were also distributed.

The substantial majority of the respondents (72%) consider very important the active participation of the inhabitants in the different development programs. As far as I see it is a positive result, since the LEADER program is based on the active participation of inhabitants. If it does not exist, or does not work well, the targets cannot be reached.

The questionnaire also contained questions about their willingness in participating in the LEADER program. Although most of them found it important to participate in the programs actively, they personally did not wish to do so. This fact encouraged us to communicate with the population even more intensely, to tell them what possibilities the LEADER program could offer and what particular benefits they could have if they participated. It was also emphasized that the LEADER program would not be successful without the active participation of the population.

By 2008, Leader had become familiar to 87% of the inhabitants, with merely 13% of respondents saying they had not heard about it. This result proved the appropriate communication of the action group. (In the former survey only the 28% of the respondents heard about the program.)

For the respondents, the most important element of rural development is creating jobs and providing a suitable living standard. That is what people expect from the LEADER program; however this is not the primary aim of the program. Many experts think that it is unavoidable to make the grounds for creating jobs by training the workforce in order to make them suitable for working in those jobs. In my opinion, however, there are certain layers of the society (e.g. Roma population) who are not willing to be educated, so their current qualifications must be taken into consideration when employing them, or they must be employed in unskilled jobs in order to feel useful in society. As I see, the action group does not follow this tendency, since for them, education and training is of primary importance to create a solid basis for employment.

The last two questions brought one of the biggest change compared to the former survey, since in 2006 the 72% of the respondents considered very important the active participation in the development programs, but 52% of them did not even participated in LEADER. But in the 2008 survey, the 94% of the respondents considered very important the active participation in the development programs and 89% of them would also participate. All of these can be explicable with the appropriate communication and with the positive experiences of the past years.

As a basis for my research, I conducted the survey between October and December 2009. Firstly, the questionnaires were completed by people

participating in programs organized by LEADER. Secondly, I posted 50 questionnaires to each settlement of the South Mátra Action Group. The former South Mátra 11 settlements and the newly joined villages received different questionnaires (see Appendix). Altogether 402 questionnaires were submitted that were suitable for analysis.

The majority of respondents find their villages relatively developed, which is especially characteristic of the villages of Ludas, Vécs and Atkár. Merely 46 people said they considered their village developed (Abasár, Markaz, and Domoszló). It was observed that more people with low qualifications stated their village was under-developed than highly-qualified people. The reason for that may be that people with lower qualifications have lower living standards than their highly-qualified neighbors, and thus are less satisfied with their environment.

The majority of respondents consider that creating jobs is a predominantly important element of rural development. In the present economic crisis, this fact can entirely be understood, even though it was not the primary task of rural development. Infrastructure development and the importance of education and training are only in the second and third places. The fewest votes were given to cooperation with the neighboring villages.

The vast majority of inhabitants would consider important the LEADER trainings. This question can be observed in the gap in educational attainment, since the low-graduates do not see the need for such tutorials. A questionnaire evaluation of my experience gained in turn stated that we have need for such training, as the LEADER in settlements with people in it are not aware of the main character of the LEADER program, indeed, from the European Union the majority of people just waiting for money and jobs (as we have seen previously). Although a considerable amount of which is through the LEADER rural development, but rather the success of the program in the thinking and social equity must be sought, which is activated and launched by the LEADER.

In the questionnaire, I asked also what positive effect of the program was taken on the respondent's settlement, or if he did not see one, what could be the reason in his opinion. Positivities were mentioned like partnership, development cooperation (in my opinion they are the ones who really acquired the essence of the LEADER program and opportunities), and accepted that such a development could achieve what had not been possible with other domestic sources.

Negatives of the lack of information was mentioned that many people did not know what this program really is, and they believe that the residents are not required for programs and improvements have been implemented since the decisions were not taken on lower, but a higher level of decision-making. Another disadvantage is believed that the LEADER has a difficult financial accounting. It is necessary to know for this that every EU program have "complicated" accounting, this is not the fault of the system or individual programs, but the European Union simply choose what to give money for and it accounts it as well. If this does not happen, it would be exactly the problem that some of the money may not end up where it really matters.

In my research bivariate method, Krsukal-Wallis and multivariate methods: principal component analysis and discriminated analysis were used.

By age groups in the difference among the rank averages there is no substantial difference, so in the aspect of age there is no significant and statistically proved difference among the examined fields of rural development.

There were no difference among the opinion of the different age groups in any of the investigated areas of development, identity of interests clearly demonstrates the general importance of the development targets, because job creation, education, training, infrastructure and other rural areas development are directly and indirectly important more or less for all ages.

The approach effect related of education level was studied in the tasks of rural development.

The development of infrastructure for each group in terms of statistical significance considered equally important. If the average rankings are considered, the infrastructure development was advocated by the higher educated.

There is no difference in approach in the question of creation of jobs, but the respondents having eight elementary grades and less considered it the most important.

It is also remarkable, that higher qualified group pointed out the most the importance of the education and training. The group of educated of 8 grades or less keeps the less important the education and training. This group's approach is wrong, because the unemployment and the long-term unemployment is higher in those European countries where a relatively small proportion of GDP spent on education and training.



### 3. NEW SCIENTIFIC RESULTS

The LEADER does not necessarily mean the replacement of the missing money, but rather the acquiring of those skills that help the local communities to build a more livable region.

The basis for my research was that in 2005, Károly Róbert College started cooperation with the Hungarian LEADER Centre in organizing training and education for the action groups participating in the program. On behalf of the College I myself had the possibility **to coordinate the seminars and international conferences organized for the action groups.**

That's when I had the opportunity to deal with the LEADER program, such as an opportunity offered for Hungary by the European Union. Building on these experiences I could take part in the formation of the South-Mátra and the South Mátra 11. I see it the result of our common work and a new scientific result that we have defined together with the leaders of local governments the possibilities offered by LEADER. We got up the trainings which support the livelihoods of people living by the services. With this work began including the renewal of traditions and the long term preservation of Palóc culture.

For the people living in the region had the opportunity to learn training and service facilities in accordance with their interests.

This work was appreciated by the European Union's Commissioner at the time of visit to Hungary, when only the South-Matra 11 Action Group was viewed as important.

Basing on my research objectives the following hypotheses were made, which were verified as the following:

H1: preserving of local traditions and values is the most important for country townships

This hypothesis was **not verified**, considering the fact that the majority of query respondents have not preferred the preserving of local traditions and values, but rather the creation of workplaces and the development of infrastructure and education.

H2: awareness of LEADER increases for years

My second theory seemed to be **verified**, since the **awareness of LEADER program increased** from 27% to 87% in 2 years.

H3: activation in LEADER program increases for years

My third hypothesis made in the beginning of my thesis has also come through, since the activating inclination and the number of tenders has increased among the interviewed persons.

H4: with the LEADER program's power of establishing welfare, the number of countryside population does not decrease

Based on statistic data it is recognized that the number of countryside population has not decreased, verifying with that my hypothesis' propriety.

H5: the age and the education level affect the people's expectations to the LEADER program and also the answers for the queries

By age groups in the difference among the rank averages there is no substantial difference, so in the aspect of age there is no significant and statistically proved difference among the examined fields of rural development.

Also in the question of creating workplaces there is no difference in approach, but the group of educated of 8 grades or less keeps the workplace creation high of priority. In the aspect of education and training there is a 4,7% error leveled, significant difference.

It is also remarkable, that higher qualified group pointed out the most the importance of the education and training. The group of educated of 8 grades or less keeps the less important the education and training.

Considering these, my hypothesis above **verified only partially**.

H6: the most informal channel is the personal meeting and panel discussion

My sixth hypothesis **verified also only partially**, since in 2006 the leaflets, in 2008 the panel discussions were preferred, but in 2009, the result of queries is that the inhabitants would preferably regard **forums and brochures**. Beside these, **the increasing rate of internet** is also noticeable.

## 4. CONCLUSIONS, PROPOSITIONS

Europe's rural areas face significant challenges. Approaches beyond the agricultural-based, multisectoral and territory-based partnerships should be encouraged as well as agri-food industry and agricultural tourism especially the rural development measures are to be fully exploited in for the good of growth and employment.

### **10 highlighted economic development solution propositions**

1.

- The support of acquisition of new, quality-improving technologies among the settlements' entrepreneurs.
- The support of sales-generating activities of local products among the settlements' entrepreneurs.
- Developments aiming the increasing of locally produced, collected or processed plant materials and their improvement of marketability in promotions and competitions.

Expected result: 15 micro-enterprise development, of these the establishment of five new quality developing technologies.

2.

- The support of acquisition of new, quality-improving technologies among the settlements' entrepreneurs.
- The support of sales-generating activities of local products among the settlements' entrepreneurs.

Expected result: 10 micro-enterprise building renovation and modernization of equipment, purchase of assets is expected to launch in the second year following the starting of the project.

3.

- Accommodation services expansion.

Expected result: services expansion and implementation of 15 rural accommodations, which implementation expected at the end of the first year after starting the project.

4.

- Accommodation establishment, expansion, extension of services.

Expected result: establishment and expansion of 6 rural accommodations takes place at the end of the second year after starting the project.

5.

- Supporting the development of areas for tourists riding horse. Support the establishment of taverns and hotels. Support of development of recreational infrastructure involving local shops, restaurants and guest houses. Support of the creation of ponds for fishing and recreation. Support the development of nature trails.

Expected result: 5 water, 2 hunters, 3 horse tourism service project improving which implementation expected at the end of the second year after starting the project.

6.

- Support the creation of new, local commercial services

Expected result: 3 local commercial service activities to launch expected at the end of the second year after starting the project.

7.

- The support of acquisition of new, quality-improving technologies among the settlements' entrepreneurs.
- Support of increasing of appearance and introduction of new, local services.

Expected result: establishing 2 new local service activities, development of 2 existing local service at the end of the second year after starting the project.

8.

- Supporting the development of areas for tourists riding horse. Support the establishment of taverns and hotels. Support of development of recreational infrastructure involving local shops, restaurants and guest houses. Support of the creation of ponds for fishing and recreation.

Expected result: establishing 4 water and 1 horse infrastructure which implementation expected at the end of the second year after starting the project.

9.

- Installation support of machines and equipments for manufacturing solar panels among the beneficiaries of the region settlements

Expected result: development of 1 renewable energy enterprise (under 10 million forints) in Domoszló, which implementation expected at the end of the second year after starting the project.

10.

- Supporting cultural events of grapes and wine (e.g. harvest and vintage festival, wine festivals), creating websites, paper-based information publications, and participation on exhibitions.

Expected result: 2 events (wine festival, harvest day), 2 web sites, 2 exhibition participation expected at the end of the first year after starting the project.

### **Important to consider services and rural and urban development proposals**

1.

- Building exteriors, interior renovation and modernization, and presented to render as required to supply a new feature, and its associated green space creation, renewal approach for roads, pavements design and renovation. Built and intangible heritage, presenting thematic tours, nature trails development of new tourism services are to be set up.

Expected result: 24 building will be renovated in 24 settlements (churches, mansions and other castle-like buildings), expected at the end of the second year after starting the project.

2.

- Establishment support of integrated regional service centers, and establishment of village houses based on the assessment of local needs.
- Development support of health care places taking into account the local treatment methods of the proximity of the settlement sites.

Expected result: renewal of 5 service houses, 2 markets, 8 public parks, and recreation place at the end of the second year after starting the project.

3.

- Purchase and renovation of outdoor public spaces, community centers, playgrounds, conference spaces, public parks, clubs zones sports fields, gymnasiums, libraries, and the exterior and interior renovation, modernization of public utilities, equipment purchases, equipment, furniture, greenery, planting, street furniture, folk costumes.

Expected results: establishment of 5 playgrounds, 2 leisure parks, and 1 event space at the end of the second year after starting the project.

4.

- "Artisans" associated with the development of the landscape, local folk art, folk art values are presented to render. Traditional events, local history publications, exhibitions, folk art collections to the cultural heritage for posterity.
- Thematic children's camps, art camp, through the revival of handicrafts

Expected result: 5 local village house showing local values will be renewed (crafts house) at the end of the second year after starting the project.

5.

- Establishment support of integrated regional service centers, and establishment of village houses taking into account the local treatment methods of the proximity of the settlement sites, establishment of recreational parks.

Expected results: renewal of 2 protected building exterior, establishment of 3 leisure parks at the end of the second year after starting the project.

6.

- Establishment of outdoor event spaces, upgrading also by the public utilities. Establishment of outdoor event space (stage) at outside of the IKSZT building, distinct of the number of topographical areas. Purchase and renewal of utilities related to events management, appliances, and equipment preserving folk costumes.
- Complex Leader project: the use of event space

Expected result: establishment of 15 cultural services providing open-air event space (stage), purchase of 5 traditional costumes and 5 folk instruments to obtain civil unions for events at the end of the second year after starting the project.

7.

- The regionally specific based training courses, training for disadvantaged people setting up businesses represent an opportunity. Fulfillment of one complex educational program for the four disadvantaged Roma settlements, which would help the Roma population to improve work activity, increased production of special local products related knowledge. Key learning areas: life leading skills, medical knowledge and cooking skills, basketry, Gypsy music.

Expected result: Fulfillment of one complex educational program for the four disadvantaged Roma settlements, which would help the Roma population to improve work activity, increased production of special local products related knowledge. Key learning areas: life leading skills, medical knowledge and cooking skills, basketry, Gypsy music. The fulfillment of the educational program expected at the end of the second year after starting the project.

8.

- Developing and implementing improvements of showing natural and historic landscapes and landscape elements Natural heritage (e.g. tree lines, flow stones, springs). Protection of the unique natural objects and establishment of demonstrating objects.

Expected result: 6 natural heritage preservation and development, 2 of natural value put under protection, expected at the end of the second year after starting the project.

The role of temporal and spatial spreading of the stay and the principle of regional cooperation should be strengthened. This means that it must offer a program designed for the guests should stay at a given level lasts all year round. This requires regional cooperation, which would further facilitate the coordination of activities and sights.

Tourism product types to be developed: medical and spa tourism, gastronomy, wine tourism, conference and business tourism, rural tourism, ecotourism, hiking, hobby tourism.

## LIST OF PUBLICATIONS

### a) Scientific publications (books, part of books, articles, research reports)

#### *Hungarian language scientific part of books*

1. Magda S. – **Wölcz A.** – Pummer L. (2004): Várható szociális változások. In.: Észak-Magyarország agrárfejlesztésének lehetőségei (szerk.: Marselek S.) Agroinform Kiadó, Budapest. 1-4. p. ISBN 9635028075
2. **Wölcz A.** – Marselek S. (2004): Ökotermelés. In.: Észak-Magyarország agrárfejlesztésének lehetőségei (szerk.: Marselek S.) Agroinform Kiadó, Budapest. 1-10. p. ISBN 9635028075

### b) Scientific articles

#### *Foreign language scientific articles*

3. **Szénásy A.** (2009): The LEADER program's possibilities in the South-Matra settlements *Gazdálkodás* LIII. évf. 5.szám 497-503 p. ISSN 0046-5518

#### *Hungarian language scientific articles*

4. Marselek S. – **Wölcz A.** – Téglá Zs. (2004): A magyarországi agrárgazdaság vizsgálata. *Gazdálkodás*, XLVII. évf. 9. külökiadás. 35-46. p. ISSN 0046-55-18
5. **Wölcz A.** – Pummer L. (2005): Az ökológiai gazdálkodás elemzése. *Gazdálkodás*, XLVIII. évf. 13. különszám 78-86 p. ISSN 0046-5518
6. **Wölcz A.** (2005): Munkanélküliség a Gyöngyösi Kistérségben. *Gazdálkodás*, XLIX. évf. 5.szám 82-89 p. ISSN 00465518
7. **Wölcz A.**- Bárdosné Kocsis É. (2007): LEADER program a Dél-Mátrában. *Gazdálkodás* LI. évf. 1. szám 24-30 p. ISSN 0046-5518

### c) Lectures published in leaflets at scientific conferences

#### **Foreign language**

8. Marselek S. – **Wölcz A.** (2003): Bioproduction in Ungarn. Thüringisch-Ungarische Symposium. 103-108 p. ISBN 3-932886-05-4
9. Magda S.- **Wölcz A.** (2005): Arbeitslosigkeit in Gyöngyös und in der Kleinregion. Jena 67-75 p. ISBN 3932886-09-7

10. Magda S. – **Wölcz A.** – Vanó P. (2005): Die Rolle und Bedeutung des e-Learning in der Er-wachsenenbildung. Jena 89-96 p. ISBN 3932886-09-7
11. **Wölcz A.**- Dupcsák Zs. (2005): An Analysis of Unemployment in Gyöngyös and Its Neighbouring Area, Nemzetközi Tudományos Konferencia, Innováció és hasznosság a Visegrádi négyek országaiban 367.p., Nyíregyháza ISBN 9638691816

### **Hungarian language**

12. Marselek S. – **Wölcz A.** (2003): Biotermelés helyzete Magyarországon. Európai kihívások c. tudományos konferencia, Szeged. 105-109 p. ISBN 9632102363
13. Marselek S. – Molnár A. – **Wölcz A.** (2003): Várható szociális változások Magyarországon az EU csatlakozást követően. Erdei Ferenc II. Tudományos Konferencia, Kecskemét. 137-142. p. ISBN 9637294481
14. Marselek S. – Pummer L. – **Wölcz A.** (2003): Agrártermelés Észak-Magyarországon. Erdei Ferenc II. Tudományos Konferencia, Kecskemét. 29-34. p. ISBN 9637294481
15. Marselek S. – **Wölcz A.** (2003): Az ökotermelés fejlődése a 90-es évek Magyarországon. Lippay János Tudományos Ülésszak. 472-473. p. ISBN 9637712690
16. Marselek S. – Molnár M. – **Wölcz A.** (2003): A kertészeti termesztés lehetőségei az észak-magyarországi régióban. Lippay János Tudományos Ülésszak. 24-25. p. ISBN 9637712690
17. Marselek S. – Abayné H. E. – **Wölcz A.** (2003): Ökotermelés helyzete és lehetőségei Magyarországon. Tudományos Konferencia, Keszthely. (CD lemezen) 1-5. p. ISBN 9639096814
18. Magda S. – Marselek S. – **Wölcz A.** (2003): Régiók agrártermelésének összehasonlítása. Tudományos Konferencia, Keszthely. (CD lemezen) 1-5. p. ISBN 9639096814
19. **Wölcz A.** – Marselek S. – Pummer L. (2003): Az agrártermelés helyzete és lehetőségei Magyarországon. Tudományos Konferencia, Szlovákia 123-131 p.
20. Magda S. – Marselek S. – **Wölcz A.** (2004): Az észak-magyarországi régió agrártermelését meghatározó tényezők elemzése. Tudományos Konferencia, Gyöngyös 121-130 p. ISBN 9632143132

21. Abayné H. E. – **Wölcz A.** – Pummer L. (2004): Az állattenyésztés környezet- és természetvédelmi feladatai, lehetőségei. Tudományos Konferencia, Mosonmagyaróvár. ISSN 0237-99-02
22. Marselek S. – **Wölcz A.** – Pummer L. (2004): A gazdálkodás fenntarthatóságának elmélete és gyakorlata. Tudományos Konferencia, Mosonmagyaróvár. ISSN 0237-99-02
23. Marselek S. – **Wölcz A.** – Pummer L. (2004): Szempontok az ökológiai gazdálkodás ökonómiai elemzéséhez. Tudományos Konferencia, Mezőtúr. 141-148 p. ISBN 9632170598
24. Abayné H. E. – Pummer L. - **Wölcz A.** (2004): Az állattenyésztés környezet- és természetvédelmi összefüggései. Tudományos Konferencia, Mezőtúr. 78-84 p. ISBN 9632170598
25. Marselek S.- Abayné H. E.- **Wölcz A.** (2005): A fenntartható fejlődés lehetőségei feladatai, eszközzrendszere és javasolható indikátorai Környezetvédelem Regionális Versenyképesség Fenntartható Fejlődés Tudományos Konferencia Pécs 4. kötet 7-16 p. ISBN 1588-5348
26. Marselek S.- **Wölcz A.** (2006): Ökológiai termékek piacra jutásának lehetőségei XLVIII. Georgikon Napok, Keszthely 89-95 p. ISBN 9639639117

#### **d) Publications of other print or electronic form**

##### **Lecture notes**

##### **Hungarian language**

27. Marselek S.- **Wölcz A.** (2005): A broilercsirke előállítás és tojástermelés szervezése és ökonómiája in: Termelési folyamatok szervezése és ökonómiája II. szerk.: Magda S. távoktatási jegyzet 153-175 p.
28. Marselek S.- Miller Gy.- Téglá Zs.- **Wölcz A.**- Dupcsák Zs.- Molnár M. (2005): Kertészeti ágazatok szervezése és ökonómiája in: Termelési folyamatok szervezése és ökonómiája II. szerk: Magda S. távoktatási jegyzet 1-72 p.