



Application form European Entrepreneurial Regions (EER) Pilot scheme

1. Contact details

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- EER year 2011
 EER year 2012

2. Presentation of the political vision

Trnava Self-Governing Region, the smallest region in the Slovak Republic, has a population of more than 558,807 (as of 31 December 2008). Administratively it consists of seven districts (Dunajská Streda, Galanta, Hlohovec, Piešťany, Senica, Skalica, and Trnava). It has 251 municipalities; the population density is 133.6 inhabitants per km². The unemployment rate last year was approximately 6%. The gross domestic product per capita was around EUR 18,000, which represents more than 100% of the average for the Slovak Republic. The TSGR is one of the Slovak Republic's most successful regions in the field of foreign direct investment (PSA Peugeot Citroën, Samsung Electronics Slovakia, Samsung LCD Slovakia and others).

The TSGR can be described as an industrial and agricultural region. The Slovak Government has set three poles of growth for the TSGR in terms of industrial sectors: the automotive, electronics and energy industries.

SWOT analysis of the Industry Development Strategy

Strengths	Weaknesses
<ul style="list-style-type: none"> • significant diversification of the industrial base • the existence of industry leaders, attracting subcontractors • relatively good educational and age structure of the population • advantageous geographical position supported by transport infrastructure 	<ul style="list-style-type: none"> • high dependence on key industry leaders in the region • low proportion of production with higher value added • stagnation of science and research • insufficient R&D capacity

<ul style="list-style-type: none"> • the existence of professional organizations (associations, unions, chambers) • real potential for the further development of industry, logistics centres and industrial estates • international partnerships established • the existence of a network of educational establishments • the existence of R&D facilities 	<ul style="list-style-type: none"> • low interaction of science and research with practice • mismatch between job supply and demand • low use of information technology • prevailing poor efficiency of activities targeted at attracting foreign investors in science and research • poor job prospects for school-leavers and graduates
Opportunities	Threats
<ul style="list-style-type: none"> • increase in the share of production with higher value added • support for the formation of innovation associations and networks • increased private and public investment in R&D and innovation • effective involvement of Slovak entities in European Research Initiatives • possibility of drawing on resources from the Structural Funds for the 2008–2013 period • restructuring of secondary education to reflect labour market needs • tapping into the scientific and research potential of universities and scientific research institutions in the region • the fostering of conditions for the provision of lifelong learning and retraining • exploitation of existing potential in the form of greenfield and brownfield sites for industrial development 	<ul style="list-style-type: none"> • threat that the production operations of key industrial enterprises will be relocated towards the east • existing conditions for foreign investors to develop in accordance with the region's R&D capacity • lack of funds to carry out activities within the strategic areas defined • stagnation of natural population growth, coupled by increased numbers of inhabitants of a post-productive age • migration abroad by young and educated people in search of work • insufficient capacity to introduce information technology • lack of cooperation between entities within the region in terms of interlinking science and research with practical operations • exhaustion of the capacity for extensive industrial growth

The SWOT analysis indicates that the main positive factors for the development of industry in the Trnava Self-Governing Region are as follows:

- significant diversification of the industrial base;
- the existence of industry leaders, attracting subcontractors;
- relatively good educational and age structure of the population;
- advantageous geographical position supported by transport infrastructure;
- real potential for the further development of industry, logistics centres and industrial estates;
- international partnerships established;
- the existence of a network of educational establishments;
- the existence of R&D facilities.

The risks and disparities, which could hinder future developments in industrial output in the region, should also be taken into account:

- high dependence on key industry leaders in the region;
- a low proportion of production with higher value added;
- stagnation of science and research;
- insufficient R&D capacity;
- low interaction of R&D institutions and organizations with practical operations;
- mismatch between job supply and demand;

- low use of information technology;
- prevailing poor efficiency of activities targeted at attracting foreign investors in science and research;
- employers' problems with the lack of qualified workers and inappropriate labour-market skills of school-leavers and graduates.

The TSGR's industrial potential

The industrial potential of the Trnava Self-Governing Region is made up of three core sectors – the automotive industry, the electronics industry, and energy. These sectors are represented by key businesses such as PSA Peugeot Trnava (automotive), Samsung Electronics Slovakia, Galanta, Samsung LCD, Voderady (electronics) and Jaslovské Bohunice Nuclear Power Plant, along with several producers of different kinds of energy (energy industry).

One of the region's primary advantages is the sheer diversity of its core manufacturing companies – besides the key sectors mentioned above, it is also home to businesses operating in glassmaking, mechanical engineering, the production of medical equipment, chemicals and pharmaceuticals, plastics manufacture, wood-processing, and food processing.

In terms of foreign direct investment, the TSGR is one of the most successful regions in Central Europe. The Trnava Self-Governing Region has recorded the highest increase in foreign direct investment in the Slovak Republic since 2002, which can mainly be attributed to the investment projects implemented by PSA Peugeot Citroën and Samsung Electronics. The establishment of an extensive subcontracting network significantly reduced unemployment in much of the Trnava Self-Governing Region.

The region's operational industrial estates are proof of industrial development and effective assistance here. Industrial estates are located in Galanta, Hlohovec, Sered', Sládkovičovo, Senica, Skalica and Trnava. All of these new zones have attracted new, mostly foreign, investment, which has elevated all the region's economic indicators – industrial output, revenues, value added, employment and export performance.

The individual districts of the Trnava Self-Governing Region wield their own industrial potential; in almost every district there is at least one core enterprise of nationwide or transnational significance.

By reference to the facts, research and the SWOT analysis, the following Strategic Objective has been formulated: Sustainable economic growth in the TSGR, maintaining industrial diversification and increasing the share of production with higher value added, with positive economic, social and environmental impacts on the region itself and its population.

The Trnava Self-Governing Region can be regarded as industrially mature, with industrial production exerting a strong influence on the region's economic stability; industry is also a major creator of jobs in the region.

The metallurgical industry is represented by Zlievareň Trnava, s.r.o. (a manufacturer of cast iron products). The chemical industry is represented by Tatrachema, výrobné družstvo Trnava (the production and sale of chemicals and detergents) and Chemolak Smolenice, while the glass industry is represented by Johns Manville Slovakia, a.s. (production of glass fibres and sales of fibreglass products made from them).

Mechanical engineering, especially the repair of railway freight and passenger cars, the manufacture of clutches for passenger cars and trucks, the production of bearings, flange bearings and accessories for the automotive industry. Major companies include ŽOS Trnava, a.s. (the repair and upgrading of freight and passenger rail cars), ZF SACHS Slovakia, a.s. (the manufacture and repair of couplings and hydrodynamic converters for motor vehicles), ZF Boge Elastmetall Slovakia, a.s. (the manufacture of rubber and metal parts and shock absorber systems), Toma Industries spol. s r.o. (the development, production, and sale of forming technology, the production of presses and equipment). A list of representatives in this sector cannot ignore the legal successor to the former Chirana holding.

Pharmaceutical industry output is primarily focused on the production of pharmaceuticals and medical devices at ZENTIVA a.s. Hlohovec, which is a dominant force in this sector in the region and in Slovakia as a whole.

The energy industry is a chapter in its own right in the TSGR's economic profile. Its potential is represented in the region by important enterprises such as the Jaslovské Bohunice Nuclear Power Plant (*Jadrová elektrárň Jaslovské Bohunice*), the Gabčíkovo – Nagymaros Dams (*Vodné dielo Gabčíkovo*), JAVYS, a.s., the Nuclear Energy Research Institute (*Výskumný ústav jadrovej energetiky*), and waterworks on the River Váh. The region also has potential for alternative energy sources – wind power. In this document, energy, as an economic sector, is not analysed in detail from the methodological perspective because a separate regional strategy for the energy sector is being prepared.

The Trnava Self-Governing Region has recorded the highest increase in foreign direct investment since 2002, which can mainly be attributed to the investment projects implemented by PSA Peugeot Citroën and Samsung Electronics. The establishment of an extensive subcontracting network significantly reduced unemployment in much of the Trnava Higher Territorial Unit.

SAMSUNG Electronics Slovakia s.r.o. has been active in Slovakia since 2002 and is one of the three largest non-financial corporations in the country. The company specializes in the manufacture of televisions and monitors with LCD and plasma screens, DVD recorders, Blu-ray players, satellite receivers, home cinemas and MP3 players.

Besides being a major regional employer, the company has also attracted a large number of its second- and third-level subcontractors to the Trnava Self-Governing Region.

The strategic objective of the TSGR's economic policy is sustainable economic growth in the region, maintaining industrial diversification and increasing the share of production with higher value added, with positive economic, social and environmental impacts on the region itself and its population.

The vision pursued by the TSGR's economic policy for the 2009–2013 period is to strengthen its position in the generation of revenues from industrial production, in particular:

- the manufacture of vehicles;
- the manufacture of electrical and optical products;
- the manufacture of machinery and equipment;

in this respect, the share of these industries in the creation of value added must be increased, especially their share per unit of materials and energy consumed.

3. Action plan

3 b/ Introducing entrepreneurship in schools and training programmes:

The cooperation of secondary schools and businesses in TSGR sub-regions will be implemented as follows:

The cooperation between schools and businesses has included the implementation, under the guidance of the Slovak Ministry of Education, of the national project “Quality at school – success in life”, the main objective of which was to introduce business education into schools and interlink employers' needs with the teaching process in schools.

One of the pilot schools involved in this project was the Holíč Specialised Secondary Training School (*Stredné odborné učilište Holíč*) in the Záhorie region.

The Záhorie region (comprising the districts of Senica and Skalica) is specific in that there are no schools with Hungarian as the language of instruction here. The cooperation between grammar schools (*gymnázia*) focuses primarily on classroom hire. Grammar schools also strive to gain sponsorship. In the past, this cooperation has been good, but recently the financial crisis has been the main cause of the decline in this cooperation. Secondary Vocational Schools (*Stredné odborné školy*) focus primarily on combining the theory of the teaching process with work experience and training.

An example of good cooperation with SMEs is Hlohovec Secondary Vocational School (*Stredná odborná škola Hlohovec*), which does not limit cooperation to fundraising in the form of a 2% assignation, but also concentrates on the productive work of its students, who receive training at various employers with whom the school has concluded contracts.

Working with SMEs gives schools access to materials and technology. Schools obtain some materials and technology with resources from EU funds.

Cooperation with the business sector also largely depends on the type of school. Grammar schools tend to exploit the opportunity to lease their premises. Secondary vocational schools are strongly focused on collaboration involving work experience or training.

The presentations of companies to whom space is provided are aimed at informing students with the latest trends in product lines used in the world. Another form of cooperation introduced by a number of schools is assistance from businesses in the organization of various activities and competitions. Schools generally approach the parents of children attending the school who are entrepreneurs and have a more personal relationship with the school.

Within the scope of cooperation between schools and businesses, the TSGR, under the guidance of the Slovak Ministry of Education, has also played a part in implementing the national project “Quality at school – success in life”, the main objective of which was to introduce business education into schools and interlink employers' needs with the teaching

process in schools. This project involved the following schools in the Trnava region: Ján Hollý Grammar School (*Gymnázium Jána Hollého*), the Secondary Technical College (*Stredná priemyselná škola*) and the L. Winter Hotel Management Academy (*Hotelová akadémia L. Wintera*).

The Dunajská Streda district is characterized by a high concentration of schools with Hungarian as the language of instruction; this is the logical consequence of the fact that the region is located mainly in southern Slovakia and is adjacent to Hungary. The involvement of schools in cooperation in the region mainly depends on the type of school. Secondary education in Hungarian is fully secured.

Objectives and measures for the individual TSGR regions regarding the development of education and training

Strategic output objectives	Measurable indicator
Information and new technologies in the education process	
Ensure conditions are in place to refurbish schools and educational establishments with quality computer technology	<ul style="list-style-type: none"> • Number of schools connected to the Internet • Technological obsolescence of the technology used in the educational process <ul style="list-style-type: none"> ▪ Satisfaction of students with the technology used
Increase the number of teachers retrained in the use of computer technology in the learning process	<ul style="list-style-type: none"> • The total number of ECDL certificated teachers in the TSGR • The number of teachers using information technologies in the education process in schools funded by the TSGR
Ensure conditions for cooperation between the private sector and schools in the TSGR regarding the use of new technologies in the teaching process	<ul style="list-style-type: none"> ▪ The number of projects involving private sector cooperation in the use of new technologies in the teaching process in the TSGR

Strategic output objectives	Measurable indicator
Human resources development	
Ensure the flexible interplay of schools and labour-law requirements at schools and educational establishments within the competence of the TSGR	<ul style="list-style-type: none"> • The number of schools involved in collaborative projects with the private sector within the competence of the TSGR • The number of schools which have introduced an innovative educational programme within the competence of the TSGR
Ensure support for the interplay of schools and labour-market requirements at schools and educational establishments in the territory of the TSGR	<ul style="list-style-type: none"> • The number of collaborative projects supported by the TSGR • The total number of collaborative projects in the territory of the TSGR

	<ul style="list-style-type: none"> • The number of businesses registered by the TSGR as showing an interest in cooperation with schools • The number of partnerships in the field of business education
Improve working conditions for teachers at schools and educational establishments in the territory of the TSGR	<ul style="list-style-type: none"> • The number of projects to appraise the work of teachers in the territory of the TSGR • The number of EU-funded teacher education projects realized in the territory of the TSGR • The proportion of teachers up to 35 years in the territory of the TSGR
Ensure conditions are in place for schools and educational establishments to collaborate in the field of international cooperation	<ul style="list-style-type: none"> • The number of schools using foreign lecturers • The number of students participating in international exchanges • The number of scholarships awarded from the TSGR budget
Ensure conditions are in place to offer lifelong learning services in the territory of the TSGR	<ul style="list-style-type: none"> • The number of lifelong learning establishments in the territory of the TSGR • The number of projects supported by the TSGR budget

Open pipeline of projects

Implementer	TSGR
Cooperation in implementation	TSGR expert services, socio-economic partners
Start date	2009, ongoing implementation

The TSGR, in close cooperation with the business sector, all schools and educational establishments in the TSGR, and public institutions will support the preparation of projects to improve the quality of education in the territory of the TSGR. The TSGR will create an open pipeline of projects as part of its strategy for educational establishments.

The TSGR will actively support the efforts of the business and tertiary sector to become involved in the process of preparing and implementing various educational programmes and activities of schools concerning cooperation with the business sector.

The promotion of cooperation between socio-economic partners and schools funded by the TSGR in the creation of joint educational programmes, parts of programmes, courses and specific educational activities.

Resources: EU funds, the TSGR's own resources and staffing capacities, the resources of socio-economic partners

The initiation of the production of joint educational programmes, parts of programmes, courses and specific educational activities at business forums and in clusters via a grant programme.

Resources: EU funds, the TSGR's own resources and staffing capacities, the resources of socio-economic partners

3d/ Development of a (inter)regional cluster policy:

The TSGR's regional strategy is contained in a number of strategic documents. The most significant is the Programme for the Economic and Social Development of the Region. Its stated objective is to make the Trnava Self-Governing Region a competitive and universally developed region capable of effectively using all its resources while maintaining and respecting natural, cultural and historical values, the region's heritage and the environment.

By mobilizing the region's internal resources and obtaining extra-regional resources necessary to finance the development plans, it will create the Higher Territorial Unit Land-Use Plan and TSGR Employment Action Plan.

One of the region's main assets is its excellent transport infrastructure (motorways, a high-speed rail link, airport, water transportation routes). The TSGR has undertaken the comprehensive reconstruction of second- and third-class roads.

The TSGR enters into partnerships with various entities on the principle of subsidiarity. The principle of partnership and subsidiarity is respected in all Memoranda and contracts concluded by the TSGR as part of its active regional policy.

The TSGR has signed a Memorandum on Mutual Cooperation and Assistance with the Association of Towns and Villages:

- Jaslovské Bohunice NPP Regional ATV;
- Žitný ostrov ATV;
- Záhorie Regional ATV;
- Galanta–Šaľa Regional ATV.

Agreements on mutual cooperation between the TSGR and municipalities and schools:

- Trnava;
- Galanta;
- Trnava University;
- University of Sts Cyril and Methodius, Trnava;
- College of Higher Education, Sládkovičovo;
- Material Technology Faculty, Slovak Technical University, Trnava.

Agreements on mutual cooperation between the TSGR and authorities and associations:

- Office of Labour, Social Affairs and the Family, Trnava;
- Slovak Chamber of Commerce and Industry;
- Slovak Agricultural and Food Chamber.

The global crisis affects every area of society, including municipalities and self-governing regions. In order to handle problems related to the economic crisis and to maintain employment in the Trnava Self-Governing Region, the TSGR Economic Council was formed as an advisory body to the TSGR President. Its task is to map the situation and the impact of

the economic crisis on employment and economic performance in the TSGR. It monitors how measures by the Slovak government to counter the effects of the crisis are being carried out, proposes solutions and looks for new opportunities for cooperation in order to support entrepreneurship and sustain economic output and employment.

The **region's Economic Council**, created as an advisory body to the TSGR leadership, comprises 20 members – statutory representatives of major businesses, government, education, health care, and various associations and institutions in the TSGR. It consists of representatives of the TSGR, representatives of district towns (Trnava, Hlohovec, Dunajská Streda, Senica, Galanta, Skalica, Piešťany), a representative of the Association of Towns and Villages, a representative of the Regional Chamber of the Slovak Chamber of Industry and Food, the Slovak Trade Union, a representative of the enterprise Železničné opravovne a strojárne a.s. Trnava, a representative of the Trnava Regional Chamber of the Slovak Chamber of Commerce and Industry), and others.

The TSGR organizational structure includes the **Agency of TSGR Regional Development, Regional Development Agencies and TSGR Branches** (the “TSGR ARD”). Its organizational structure is designed for the most effective possible organization and management of TSGR project activity:

- Projects Unit
- TSGR RDA
- TSGR Branches

TSGR ARD Projects Unit

The Agency of TSGR Regional Development is the Trnava Self-Governing Region's own central regional development agency, methodically and financially managed directly by the TSGR Authority.

The TSGR ARD is responsible for the transfer of relevant information concerning the Structural Funds in the 2007–2013 programming period from managing authorities to organizations founded and sponsored by the TSGR and other institutions in the TSGR, the development of procedures and methodological guidelines for entering into calls for grant applications, participation in information seminars, the monitoring of calls and updating of programming documents regarding operational programmes (OP) under the National Strategic Reference Framework 2007–2013. These are the Education Operational Programme, the Research and Development OP, the Health OP, the Employment and Social Inclusion OP, the Transport OP, the Environment OP, the Computerization of Society OP, the Competitiveness and Economic Growth OP and the 2007–2013 Regional Operational Programme, as well as cross-border cooperation operational programmes for 2007–2013 (the Slovak Republic – Czech Republic CBC Programme, the Slovak Republic – Austria CBC Programme and the Slovakia Republic – Hungary CBC Programme), the Norwegian and Swiss Financial Mechanism, and the EEA Financial Mechanism.

The TSGR ARD draws up and implements the non-investment and investment project plans of the TSGR and organizations sponsored by the TSGR in conjunction with the specialized services of the TSGR Authority, issues written opinions on project plans, provides consultation on project plans, prepares grant applications, and arranges the mandatory attachments for grant applications.

TSGR Regional Development Agencies (TSGR RDA)

The TSGR RDA were formed in late 2007 and early 2008. The Skalica RDA and Šamorín RDA were set up previously, in 2005, but did not accede to the joint statutes until late 2007. They are methodologically and financially managed by the Trnava Self-Governing Region (Agency of Regional Development) by means of the Methodology for the Funding of RDAs in the Trnava Self-Governing Region in which the TSGR is a founding member (TSGR RDA Funding Methodology).

The responsibilities of the TSGR RDA are:

- the institutional coordination of activities and cooperation in the field of partnership-based regional development,
- the securing, production and implementation of development projects and programmes, technical-economic studies and regional development studies,
- the creation of regional information systems and databases in the TSGR,
- arrangements for collaboration with TSGR district towns in the preparation of project applications for the implementation of development investments in the region, and services relating to the consultation and preparation of projects for applicants seeking grants from the EU Structural Funds.

TSGR Branches

TSGR Branches can be found in the following TSGR districts: Dunajská Streda, Galanta, Hlohovec, Piešťany, Senica and Skalica. The branches' basic activities include:

- operational communication and transfer of information from the TSGR Authority to bodies, institutions, people working in the region,
- the provision of consulting, information, programming, analytical and implementation services through TSGR branches and regional development agencies in which the TSGR is a founding member and which are part of the TSGR Integrated Network of Regional Information Centres for applicants and final beneficiaries,
- the coordination of the activities of the TSGR Integrated Network of Regional Information Centres formed by the TSGR branches and regional development agency in which the TSGR is a founding member.

The **TSGR Regional Council for Vocational Education and Training** was formed as an advisory body to the TSGR leadership. It helps decide on the labour market needs and on the quality of vocational training in secondary vocational schools in the territorial jurisdiction of the TSGR, and assists in preparations for the drafting and production of the Regional Strategy on Vocational Education and Training in the TSGR.

In the 2009–2013 period, the development of economic policy tools at central and regional level will focus in particular on:

- increasing the weight of research centres, technology parks and new forms of cooperation between educational and research facilities and the business sector in industrial innovation and technology policy,
- combined multi-dimensional projects combining industrial, regional, innovation and environmental policy, using multi-source financing drawing on the various types of financial resources (from businesses, local government, central government, and the European Structural Funds).

The following priorities have been identified for the medium-term framework of industrial development in the TSGR:

- promotion of industrial growth in the region,
- human potential for industrial requirements,
- infrastructure for industrial development,
- creation of a framework for cooperation among stakeholders.

Industrial growth in the region will be supported through the promotion of innovations with a view to achieving industrial sustainability and competitiveness in the region. The following activities will be carried out in this respect:

- support for the development of innovative activities,
- the establishment of a Regional Innovation Centre,
- the establishment of clusters,
- support for business plans and projects.

Quality human resources for advanced industrial branches will be secured by TSGR by means of:

- primary and secondary education suited to the needs of the labour market,
- adaptation of education at primary schools (6–15 years) for to the labour market,
- lifelong learning to meet the needs of the labour market,
- informal learning and exchanges of knowledge and experience,
- international exchange of know-how.

Good infrastructure for industry can attract and retain investors, motivate and mobilize businesses to engage in further development in the region:

- improvements in transport infrastructure,
- industrial estates and industrial zones.

Joint activities by the public and private sectors make constant improvements to the business environment in the region and in Slovakia – we are preparing the following activities in 2011–2012:

- TSGR Business Environment Council,
- TSGR Large Enterprises Club,
- TSGR SMEs Council,
- the monitoring and evaluation of the activities carried out.

In the context of regional policy, the TSGR carries out activities and supports initiatives from various areas of social and cultural life, such as TCP – the Slovak Top Centre of Female Entrepreneurs, involved in the project Promoting Women’s Entrepreneurship in Slovakia, which is organized within the Enterprise Europe Network, implemented by means of European Commission calls under the “EU Network of Female Entrepreneurship Ambassadors”. Promoting entrepreneurship in ethnically mixed areas of regions (the industrial estate in Dolný Bar, in the Dunajská Streda district).

3e. Making optimal use of the EU's structural funds and other public funding

The TSGR has formed several international partnerships on the basis of international documents drawing on EU Structural Funds.

The TSGR is involved in international cooperation in the **Centrope** project.

Centrope is a joint initiative of the Austrian Länder Vienna, Niederösterreich (Lower Austria) and Burgenland, the South Moravian region of the Czech Republic, the Slovak regions of Bratislava and Trnava (TSGR), the Hungarian counties Győr-Moson-Sopron and Vas, as well as the cities Bratislava, Brno, Eisenstadt, Győr, Sopron, St. Pölten, Sombathely and Trnava. Based on the Kittsee Declaration of 2003, they are working together to build a Central European region in these four countries.

At its heart, the Centrope initiative harbours a political process that enables partner regions and cities to agree on the shape and content of their future cooperation. This political dimension of the Central European region finds expression in the regular political conferences of the country's leaders – political representatives, mayors and presidents of commissions. The project aims to further mutual understanding and emotional integration, despite the diversity of languages and history.

Areas of operation covered by the Centrope Project:

- economics, innovation, research and development, setting out the future of innovation – a key factor for international competitiveness and sustained growth,
- infrastructure, transport, the environment and planning – structural improvements in accessibility, bridge building and the promotion of mobility – sustained regional development,
- labour market, skills and jobs, presenting the social topic of innovative approaches and measuring their impact on economic (competitive), social (inclusion/solidarity) and budget (funding opportunities) issues,
- culture, creativity, leisure, sport and tourism, presenting the theme of identity.

DONAUREGIONEN+ Project

Project objectives:

- The cooperation on regional and development strategies for strengthening the functionality of regions as carriers of growth and competitiveness,
- The production of a strategy for regional development of the Danube area and interregional land-use planning documents within the scope of a land-use planning study, with accompanying activities/the processing of databases, organization of workshops.

Project target groups:

municipal project providers, regional project initiatives, municipalities

Justification of the real needs of the project:

The DONAUREGIONEN+ Project builds on the previously implemented DONAUREGIONEN Project, which ran analyses of the NUTSIII Danube regions in Slovakia,

Hungary, Serbia, Romania and Bulgaria. In accordance with the planned project, Donauregionen+ will represent the umbrella phase of the concept for the development of territorial adjustments to the Danube basin. The concept will cover the environment, population structure, transportation, technical infrastructure and the economy, especially in the Danube regions.

The main purpose of implementing the concept for the follow-up phase is to strengthen the Danube as an important European corridor. The project results will help improve communication between designers in the Danube region. Important parts of the project are the common information system and the project website.

The introduction of coordinated planning documents will form a basis that can be used in EU Member States in the processing of their national development plans and ROP.

Basic structure of activities:

- supplementation of the analysis conducted in the Donauregionen Project with information not previously included by the relevant regions in other acceding countries,
- continuation of the further development of INFORM-ARGE – an information system set up in the Donaudatenkatalog project as a meta-information system,
- presentation workshops for networking specific regions, cities and ports such as a new partnership of functional areas,
- development of sectoral strategies for strengthening functional areas in the ARGE DONAU region as vehicles for growth and competitiveness in the following sectors: natural conditions, population structure and human resources, transport and technical infrastructure, economic structure,
- workshops for the development of sectoral strategies,
- a concept for the development of territorial adjustments to the Danube basin,
- preparation of a joint action plan for functional regions.

Timetable: June 2009 – May 2012 (36 months)

Estimated project costs: Estimated costs of the TSGR: EUR 50,000

Sources of project funding: 85% ERDF, 15% own resources, i.e. EUR 7,500

Project partners: Regions in Slovakia, Hungary, Bulgaria, Romania, Moldova, Serbia, Croatia and Ukraine.

The **Intelligent Energy Project** aims to make advances, on numerous fronts, in bilateral and interregional cooperation between Austrian and Slovak regions at regional, municipal and private level in the sector of sustainable energy development. The intention is the cross-border development of competencies in the field of renewable and sustainable energy management.

In pursuit of environmental objectives (climate protection), this project will take into account the best possible use of local and regional disposable resources with a view to achieving the highest value added for the region. It will place an emphasis on raw materials as well as resources such as solar energy, wind, water and waste.

Project aims and areas:

- energy efficiency,
- energy storage,
- energy production.

In the long-term, project objectives will focus on complete independence from imported (mostly fossil-based) energy. The project objectives are defined as follows:

- the project should contribute to climate protection goals under the Kyoto Protocol, with regional reductions in CO₂ production at the forefront,
- the use of available primary regional renewable energy resources to cover energy needs,
- to contribute to the creation of a meaningful mix of energy sources within the scope of long-term supra-regional energy management,
- to contribute to reductions in energy consumption, particularly to reduce dependence on imports of fossil energy carriers.

The TSGR will contribute to the following project outputs:

- the establishment of an international energy cluster (Institute for Renewable Energy Sources),
- a partnership of 20 to 25 entities covering the issue of renewable energy sources on both sides of the Austrian/Slovak border,
- the production of a TSGR energy security strategy for the sustainable development of the energy industry, with an emphasis on renewable energy,
- the development of five energy concepts,
- the development of five “eco-checks” of different-sized communities (cities, municipalities, associations),
- the preparation of five publications covering different areas in relation to projects, themes and experience in the field of energy,
- the organization of ten workshops and seminars on renewables and sustainable development in the energy industry,
- the development of five cross-border pilot projects on renewable energy sources and sustainable energy development.

Generally, the Intelligent Energy Project aims to reduce regional dependence on imported energy and to draw on renewable sources.

The **Duo**Stars Project** aims to promote the business environment.

Workshops on cross-border cooperation with Austria:

- workshop theme – “Education and the implementation of entrepreneurship education”

This workshop on education is an opportunity for numerous teachers, interested parties from among TSGR staff, businesses, or members of special-interest professional groups to learn more about the education system in the Slovak Republic and Austria. Speakers are expected to include teachers from Slovakia and Austria, and representatives of regional government responsible for education.

- workshop theme – “The business environment and entrepreneurship”

This workshop on entrepreneurship should not focus only on one side of the project, i.e. TSGR, but also on the Austrian side, so that the business climate in the twinned regions can be compared. For entrepreneurs and their associations, it is interesting to know in which country a particular component is more favourable for the development activities conducive to business and affecting the life of business entities from the moment of their formation,

operation, financing, State aid, all types of financial contributions to public funds, administrative barriers, sales and liquidation of enterprises, and so on.

Professional brochures, studies:

“Doing Business in the Trnava Region – Podnikanie v Trnavskom samosprávnom kraji”

This is a professional document for analytical and presentation purposes, the content of which is primarily focused on the description and definition of: a) general business conditions in Slovakia – the establishment of companies, the tax environment, accounting, charges and the labour market, and b) specific information about the Trnava Self-Governing Region in terms of conditions for entrepreneurship in the TSGR as a whole and in individual districts and towns here.

The content of the publication will have the following structure:

- Basic factual information about the TSGR
- The business environment in the Slovak Republic and the TSGR
- The legislative, regulatory and institutional framework for business
- Promoting entrepreneurship – tools and opportunities
- Establishing companies
- The tax framework for business
- The accounting framework for business
- The labour market and promotion of employment
- The banking sector
- Infrastructure in the TSGR
- Industry in the TSGR
- Agriculture in the TSGR
- Tourism in the TSGR
- The history, people and culture of the TSGR

“Booklet – Catalogue of TSGR Companies”

The brochure “Catalogue of TSGR Companies” is a presentation focusing on providing an overview of profiles, capacities, locations, business plans and expansion opportunities for businesses operating in the TSGR. The aim is to increase the participation of enterprises in international trade and promote the participation of enterprises from the TSGR in transnational production and marketing chains. The Catalogue of Companies will be produced on basis of the individual demands of companies (the demand side) operating in the TSGR and on the basis of demand via business organizations and professional associations (the supply side).

The content of the publication will have the following structure:

- Overview of industrial enterprises in the TSGR
- Overview of industrial enterprises in various districts of the TSGR
- Information on industrial enterprises broken down by sector
- Information on industrial enterprises broken down by district
- Information on industry in the TSGR in general

“Information brochure – Innovation and Enterprises, Challenges and Opportunities”

The information brochure “Innovation and Enterprises, Challenges and Opportunities” will be an informative and motivational booklet for businesses. The aim of the publication is to popularize and promote innovation among entrepreneurs as a means of achieving economic growth and increasing competitiveness in the market. Innovations are a key form of business development, which should be the central theme throughout the publication.

The content of the publication will have the following structure:

- Basic information about innovations and their role in business in Slovakia
- Description of innovations in the world
- Description of innovations in OECD countries
- Description of innovations in the EU, with an emphasis on Austria
- Best examples of innovation from the private sector
- Description of existing resources to support innovation in the private sector

“Study – TSGR Innovation Index”

The main aim of the study is to analyse the conditions for implementing innovations in the TSGR and the development of the TSGR’s innovation performance. The essence lies in the processing and evaluation of individual components which are prerequisites for innovation performance in the TSGR – in terms of expenditure on research and development, in terms of the patent activity of firms, in terms of employment in industries (mid-tech, high-tech), and in terms of education and the education system and the existence of a framework for lifelong learning. The results of the analysis must be refer to strengths and weaknesses from the perspective of the region’s innovation performance and indicate opportunities for the development of innovation performance. The study includes a definition of instruments for stimulating innovation performance. The production of such a study could become an example for other Higher territorial units in Slovakia.

The content of the study will have the following structure:

- Regulatory and institutional framework for the implementation of innovations in Slovakia
- Regulatory and institutional framework for the implementation of innovations in the TSGR
- Description of the basic conditions for innovation performance
- Analysis of key conditions for the realization of innovations and innovation performance in Slovakia, and specifically in the TSGR
- Tools for growth in innovation performance in the TSGR and recommendations for the growth of innovation performance in Slovakia
- Examples of the stimulation of innovation performance via the public sector

“Model study - Turning rural areas into industrial areas”

The aim of the study is to analyse the conditions for transforming a farming community into an industrial zone in terms of the capacity of the territory, existing and potential infrastructure, the availability of financing for construction, the possibilities of attracting, stimulating and maintaining investors, the procedures that can be followed in implementing such a project, and the roles of the players involved at local, regional and central level. This document will serve both municipalities in the TSGR and the TSGR itself (as the regional government) as best practice. The aim of the study is to become an instrument for the

transfer and dissemination of a model for the transformation of an agricultural community into an industrial community – as a model or best practice – to other regions of Slovakia, Austria or other parts of the European Union.

The content of the study will have the following structure:

- Description of the municipality (basic statistics) and the status of the municipality in the region and the micro-region
- Management and economy of the municipality
- Strategic planning at municipal level
- Municipal infrastructure
- Plan for the transformation of the municipality from a rural to an industrial community
- The future of the municipality and instruments for the transformation of the municipality from a rural into an industrial community

“Comparative study of secondary education in Slovakia and Austria, with an emphasis on economic and business education”

The aim of the study is to compare and analyse the education systems in the two neighbouring countries (Slovakia/Austria) affected by the project. The aim of secondary schools in both regions is the same – to prepare professionals for the labour market as proficiently as possible. Each country historically has own different ways, tools and goals in achieving this aim. The study will compare the theoretical and practical aspects of training and the methods employed by schools to deal with ever-changing realities in the business sector, to respond to labour market needs and new initiatives arising from the knowledge-based economy, and to propose ways of improving the education system, including on the basis of the transfer of examples from Austria to Slovakia and vice versa.

The content of the study will have the following structure:

Analysis

- Regulatory framework for education in both countries
- Education system in both countries
- Comparison of systems and selected pros and cons
- Analysis of business education in both countries

Strategy

- Aims and objectives of training
- Tools to enhance labour market links with the education system
- Best practice in interlinking the education system with the labour market

“Study – Preparation of content to build the region’s identity” + “Creation of a TSGR portal”

The aim of the study is to develop the concept of the form and content of a promotional and informative website about the TSGR, which is an important element in terms of project planning and building the identity of the TSGR – as a region to live, work and do business in. The interactive portal will be programmed in xhtml, asp, sql database. The solution includes interactivity allowing not only the static presentation of information, but also dynamic updates by various entities without further assistance from the TSGR.

The content of the study and programming of the interactive portal will have the following structure:

- Description of the TSGR region (characteristics of the territory and local administrative structure)
- Economic life in the TSGR and opportunities for the economic growth of the TSGR
- Infrastructure in the TSGR
- Possibilities of cultural and social life in the TSGR
- Educational opportunities in the TSGR
- Social network in the TSGR
- Proposal for an interactive presentation of the region and entities operating in the region

“Survey and data collection in the TSGR focusing on the industrial, innovation and educational potential of businesses for cooperation with Lower Austria” + “Analysis of information gathered from a survey in terms of cross-border cooperation with Lower Austria (LA) and economic entities in LA”

Invitation for students to enter a competition within the scope of cross-border cooperation with Austria (the Lower Austria Economic Chamber and Industry Association in Vienna)

At the heart of this project is a contest for students of secondary vocational centres and secondary vocational schools. Involving the younger generation in a competition is a way to map younger people’s views of their own education, their attitude to learning and ideas about how they can best apply themselves in their future profession or business. The main output will be student essays on these subjects. The incentives will be prizes and visit to secondary schools in Lower Austria. The value added will be the promotion of regions in the segment of future active members of the labour market.

Support for the establishment of an industrial estate in Dolný Bar

In the framework of the Slovak Republic – Austria 2007–2013 Cross-Border Cooperation Programme, which aims to promote European territorial cooperation and improvements in economic competitiveness and social cohesion, at the end of the previous year a joint project of the Trnava Self-Governing Region and Lower Austria, called Duo**Stars, was approved. The key players on the Slovak side are the Trnava Self-Governing Region and the municipality of Dolný Bar (in the Dunajská Streda district), and on the Austrian side they are the Lower Austria Chamber of Commerce and the Industry Association in Vienna.

The main aim of the project is to create conditions to strengthen economic and industrial development in both the regions (support of the regional economy based on knowledge and innovation, an increase in the attractiveness of the locality and the competitiveness of the region, and improvements in the skills of regional human resources).

Project activities are thus aimed at businesses, local government, secondary vocational secondary vocational schools and other entities from economic and social life.

A specific and concrete result of the project should be the preparation of the area for the construction of an industrial zone and conditions conducive to investment in Dolný Bar. This part of the project is organized and managed by the local municipal authority.

From the perspective of regional government, i.e. the Trnava self-Governing Region, this part of the project is of considerable importance, especially as an example of the transformation of a traditionally rural part of the region into an industrial zone. This change should guarantee improved living standards and quality of life of the population in an ethnically mixed area where the Hungarian national minority predominates.

3f. Building-up cost-efficient forms of partnerships between public and private sector as well as within national and EU level - able to create and sustain and entrepreneurial environment.

The Trnava Self-Governing Region initiated and was one of the founders of the following clusters operating in the Trnava region. Although clusters compete with each other in the market environment, they also deal with similar problems and share common resources. Thanks to cooperation in these areas, they can overcome their limitations and thereby gain a significant competitive advantage. Although clusters are at the stage of development and establishment, in the dynamic environment they are gradually entering the consciousness of businesses, scientific research institutions, educational organizations and the public. Several projects are gradually being launched to promote the innovation and capacity building necessary for the further innovation development not only in the business sector, but also in science and research. (More detailed information on these projects financed by EU Structural Funds is set out in the previous section.)

The following clusters are involved:

- The **Automotive Cluster – West Slovakia** (ACS) was founded in November 2007. Its founders are the TSGR and the Municipality of Trnava. The establishment of the ACS facilitated more effective support for the development of technological innovation based on partnership, and the fostering of quality cooperation among key entities in the automotive industry in the TSGR . ACS activities include establishing contact with SMEs, expert meetings, the development of projects for ACS members and non-members, the making of foreign contacts and cooperation with like-minded foreign clusters, SME networking, etc.

- The **Electronics Cluster - West Slovakia** (ECS) was founded in March 2008. Its founders are the TSGR and the Municipality of Galanta. The ECS was founded in order to create conditions for the implementation of research and development results as industry practice and for the improvement of the system for the education of the younger generation. SAMSUNG Electronics Slovakia s.r.o., Galanta welcomed the emergence of the ECS and supports it.

- The **Tourism Cluster - West Slovakia** (TC) was founded in December 2008. Its founders are the TSGR and the Municipality of Galanta. Its aims are, inter alia, to promote infrastructure development and enhance quality, including the creation of conditions for business in tourism in the Trnava region, promote the natural beauty and business entities of the Trnava region at domestic and foreign exhibitions and fairs, and other activities related to tourism.

- The **Energy Cluster - West Slovakia** (EnCS). In September 2009, a Memorandum of Cooperation on the Establishment of the EnCS was signed between the TSGR, the Municipality of Trnava, the Association of Towns and Villages, the Jaslovské Bohunice NPP Region, the Žitný ostrov Association of Towns and Villages, the Záhorie Association of

Towns and Villages, and the Galanta-Šaľa Association of Towns and Villages. The EnCS was founded in December 2009. The aim is to foster conditions for development and applied research, not only for businesses in the Trnava region, but for the whole of Slovakia's energy industry. One of the cluster's priorities will be the consistent development of environmentally safe and renewable energy. In terms of maintaining a clean environment, in the future more use will be made of nuclear energy, with an emphasis on compliance with EIA conditions, influencing the legislative process, the preparation, construction, safe operation and decommissioning of nuclear installations, and the management of radioactive waste and spent nuclear fuel.

The TSGR, in cooperation with the Energy Cluster – West Slovakia, plans to carry out the following analyses:

- an overview of new alternative sources and technologies in the TSGR,
- a record of heat, electricity and fuel consumption, the distribution of electricity consumption in the TSGR,
- an overview of the energy policies of towns in the TSGR,
- a record of waste and its potential use in energy production,
- an analysis of technologies for generating heat and electricity, the identification of technologies for the development of the use of renewable energy, the possible transfer of technology. (As part of the Intelligent Energy Project).

- The **Education Cluster – West Slovakia** (EdCS). The TSGR is carrying out preparatory work and the approval of basic documents for the EdCS. Its founders are the TSGR, the Municipality of Piešťany, the St Elizabeth University of Health and Social Sciences in Bratislava, UNICENTER INTERNATIONAL a.s. Bratislava, UCM – Institute of Physiotherapy, Balneology, Medical Rehabilitation. The planned seat of the EdCS is in Piešťany. The objective of the EdCS is to ensure the transfer of the latest trends in education and lifelong learning using available forms of the latest technology-development platform for domestic and foreign partners, partner organizations, as well as individuals, the general public and members of the education cluster.

The Trnava Self-Governing Region, in a call under the Employment and Social Inclusion Operational Programme, submitted a project entitled **Trnava Regional Innovation Centre (RIC)**.

The strategic objective of the RIC will be to select a strategy for an increase in the innovation performance of the Trnava region that would meet the goals of approved TSGR documents such as the Regional Innovation Strategy, the Innovation Strategy of the Slovak Republic for 2007–2013 and other strategic documents.

The Trnava Regional Innovation Centre will be a public-benefit institution aimed at encouraging business development in the Trnava region and throughout Slovakia. In its activities, it will assist small and medium-sized companies operating throughout Slovakia by providing a high quality service and favourable conditions. The Trnava RIC will be interlinked with similar centres operating in this area in Slovakia and with the legal entities involved in its creation. The RIC will foster forward-looking relations and contacts abroad, especially with EU Member States. The TSGR will not compete with other self-governing regions in Slovakia in the performance of RIC activities, but will cultivate optimal conditions

for the use of resources from the EU SF earmarked for education focused on the quality of human resources and creation of new jobs.

4. EER activities and communication.

Expected visions:

Satisfying the Trnava Self-Governing Region's measurable policy indicators resulting from binding TSGR strategic documents, which are derived from nationwide documents taken from the National Strategic Reference Framework for 2007–2013 in the Slovak Republic.

The results of this project will form the basis for increasing innovation potential in the TSGR, which is aimed at building a modern knowledge economy and knowledge society at regional level and thus also at the level of the Slovak Republic.

The fulfilment of the expected visions is closely related to the implementation of projects financed from EU structural funds, such as such the Duo**Star Project, the Intelligent Energy Project, the Trnava Regional Innovation Centre, and so on. The implementation of projects will create new jobs for classified employees. Jobs will also be created for highly qualified people from different projects. Possible discrimination and other barriers which could lead to the isolation and decoupling of people from public, political, social, and working life based on social categories such as age , sex, race, religion, disability, and sexual orientation will be rigorously avoided. The application of the principle of the horizontal priority of equal opportunities will be closely monitored.

Situation before the EER:

The TSGR can be described as an industrial and agricultural region. There are three poles of growth typical for the TSGR in terms of industrial sectors: the automotive, electronics and energy industries. Nevertheless, many other sectors of the national economy are represented in the region and no part of the region can be explicitly regarded as backward.

The aim of TSGR policies is to promote the idea of enterprise and entrepreneurship and in this sense it creates many opportunities, in the education segment and subsequently in the segment of economic activity and innovation (the creation and promotion of clusters, networking, partnerships between the private and academic sector, the establishment of a regional innovation centre, etc.).

Currently, innovative information is mainly used on an individual basis at different companies and, separately from each other, in individual SMEs, slowing down development and synergies in society.

Therefore, the TSGR has set itself the goal of developing an active, pro-innovation policy aimed primarily at small and medium-sized enterprises. These activities will be developed in accordance with the Innovation Strategy of the Slovak Republic for 2007–2013, as prepared by the Ministry of Economy, which aims to improve Slovakia's innovation performance.

Situation after the EER:

One of the important objectives of this project is to ensure and make available targeted, broad innovative training for selected target groups of participants, in view of the needs of SMEs in the region. It will also take into account institutions and interest groups (clusters), the mutual synchronization and innovative advances of which will predetermine further growth and sustainable development in the region.

Activities will centre on the priority poles of growth in the TSGR (the electronics, automotive and energy industries), while the goal of education will be to support the dissemination of innovative thinking in the region and beyond its borders; the aim is to address the general public, which will learn about innovation and its design, fostering and implementation in practice. The objective of education is to stimulate interest in innovations among small and medium-sized enterprises and their employees and to ensure their continued competitiveness in the relevant sectors.

The TSGR's efforts are and will be focused on the transfer of innovations, new technologies and activities with higher value added in the region. Innovation is now seen as a driver of society-wide economic growth. It encompasses new products and new production methods which add value to the national economy and contribute to improved living conditions. The TSGR's innovation activities are focused on scientific, technical, organizational, financial and commercial steps leading to the introduction of innovations. In the transfer of innovations, the TSGR draws on clusters which it has helped to set up and which respect the specific growth poles set by the Slovak Government.

Innovative growth poles are the automotive industry, electronics industry, enhanced energy security and renewable energy utilization. Based on these poles, and by encouraging further development in important areas, support has been launched for the establishment of clusters as special-interest associations of legal entities in the form of independent, regionally interconnected companies and related institutions associated with the potential to increase competitiveness. Their aim is to promote innovation, education, employment and sustainable development in the region.

Education is not limited to addressing the problems faced by the Trnava region; provided in collaboration with foreign partners, it creates room for a broad stream of innovation in modern management and ensures the application of innovations in practice, using transfers of the latest technology abroad to domestic SMEs.

This year, in its activities the TSGR will continue pursuing the policy objectives which it has set and aligned with the objectives of the EU Innovation Strategy, used as the basis for the Slovak Innovation Strategy for 2007–2013. Specific outputs will be the implementation of the above-mentioned Duo**Star Project, the Trnava Regional Innovation Centre, the Intelligent Energy Project and other EU-funded projects. Measurable outputs will be the creation of incubators, advice centres, as well as other entities of the basic regional innovation structure, which are part of the national innovation system to help guide regions to the sustainable development of Slovakia and SMEs.

The TSGR and all partner institutions will promote the development of the automotive, electronics and energy industries to ensure the stabilization of the development of professional and managerial jobs, and expand the opportunities for education, skills and practices in these sectors.

The promotion of innovation in the Trnava region enjoys strong support not only from the region's political leaders, but also in all areas of public administration, local government and educational institutions. The promotion of innovation is now provided by different businesses depending on their individual need to innovate processes. Innovation activities are largely subject to multi-source financing, i.e. from companies' own resources and from public funds.

*Please submit your application, together with the declaration of political commitment to: eer2010@cor.europa.eu. **Deadline for applications: 15 January 2010.***