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FOR TOUR  
BHHB

**Synthesis of Integrated Management Strategy for Increasing the Attractiveness of Bihor and Hajdú-Bihar Counties through Better Training and Specialization of Human Resources in Tourism and Synergistic Fields\***

\* Project: CREATING AND DEVELOPING A CROSSBORDER POLYCENTRIC NETWORK FOR TRAINING AND SUPPORT TO INCREASE THE QUALITY OF TOURIST AND HANDCRAFT CROSS-BORDER SERVICES IN THE COUNTIES OF BIHOR AND HAJDU BIHAR (ROHU-398),

funded under the INTERREG V-A Romania-Hungary Cross-Border Cooperation Program 2014-2020, PRIORITY AXIS 3, Improving employment and promoting cross-border labor mobility, Investment priority 8 / b. Increase employment in the eligible area

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October 2019

*The content of this paper does not necessarily represent the official position of the European Union!*

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## 1. External audit of the problem

The main challenges and opportunities in the Romanian-Hungarian cross-border area are defined, among others, by an extraordinary legacy in terms of tourist resources, but also by a level of unemployment from medium to high, with significant interregional differences.

## 2. Dynamics of the human resources sector employed in tourism and synergistic areas, due to globalization

Relevant Strategies and initiatives: EUROPE 2020 STRATEGY, National Sectorial Strategies, etc.

Despite some progress, employment rates in Europe, averaging 69% for people aged 20-64, are still much lower than in other parts of the world. Only 63% of women work, compared to 76% of men and 46% of older workers (55-64 years old) have a job, compared to over 62% in the US and Japan. Moreover, European citizens work on average 10% fewer hours than those in the US or Japan.

The dominant characteristics of the labor force and of employment in tourism are:

- continuous growth, as the economy is tertiary. The tourism industry is thus a job creator, even if not constantly and, especially, in all its components;
- its great mobility and fluctuation, obviously due to the dominant seasonal character of the tourist activity.
- direct contact between the tourist and the producer of tourist services, which imposes on the latter a certain type of behavior;
- diversity of qualification levels, there are unskilled jobs, but also positions that would or need a thorough knowledge of management, marketing, foreign languages and PR. The overwhelming percentage of jobs in tourism requires a lower level of qualification, respectively a lower proportion of higher qualified / specialized jobs.



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- the general level of low salary compared to the national average;
- feminization of the labor force and the preponderance of young people. In general, the share of women and young people in the total employed population is higher in the tourism sector than in the national economy as a whole;
- use of the entire working day of a day, involving shift work, which leads to more intense wear and tear of tourism workers

### 3. Internal audit of the state of human resources employed in tourism and synergetic fields in the two counties - analysis of the demand and supply of tourism and HR services

Tourism and training in Bihor and Hajdu-Bihar counties, as it results from the analysis carried out during the research, benefit from a series of competitive advantages compared to other areas with the pretension of tourist destination and with which they are in direct competition. However, the Euroregion in our area of interest currently does not yet meet all the criteria to insinuate itself into a major tourist destination, the sustainable exploitation of resources, including human resources (specialized formats), from this field only partially satisfying the market requirements, and being far ahead of the existing natural, cultural and human potential.

S (Strengths)	W (Weaknesses)
<ul style="list-style-type: none"> <li>- Easy accessibility through a network of roads and border crossing points above the average of the two countries</li> <li>- Compensatory balance between the relief</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborative initiatives and one-off exchanges of experience, often without the creation of common networks or circuits</li> <li>- Lack of common packages to promote hospitality services</li> </ul>



units, from the plain to the mountain, generating a multitude of natural tourist attractions / objectives

- Presence of hydro-mineral and hydro-thermo-mineral resources, mineral and geothermal waters with therapeutic capacities
- The large number and major spatial development of protected natural areas
- multicultural and multiethnic atmosphere, specific to the cross-border space
- Numerous anthropic and cultural resources (built heritage and intangible heritage, cultural institutions, etc.)
- The existence of large resorts that benefit from regional and international recognition
- The high density of the network of accommodation units and public catering
- The existence of a well-established network of recovery and treatment bases
- The existence of bodies with the role of destination management organization with an extremely inclined activity on the development of the tourism field as a whole
- Constant increase in the number of tourists
- Accelerated development of tourism infrastructure in the last two decades

- Lack of exchanges and transfers of know-how in the field of human resources training for tourism and hospitality

- Lack of specialized resources for certain trainings, especially in the area of balneo-physio-kinetotherapy, where the human resource is aging
- The constant decrease in the last years of the average length of stay of tourists
- Poor collaboration between employers' organizations and destination management organizations
- Lack of a cross-border associative culture in order to offer common tourist packages
- Lack of collaboration at the institutional level in order to train human resources with the capacity for rapid employment on both sides of the border, lack of common formation programs

<ul style="list-style-type: none"> <li>- The existence of an old tradition in offering hospitality and spa services</li> <li>- The existence of a young population with an appetite for training in the field of services</li> <li>- Existence of a network of university and pre-university school units that personally prepare for the tourism industry</li> <li>- The young people's appetite for language learning and their flexibility in training</li> <li>- Increased interest in adult training in hospitality and tourism</li> <li>- Existence of interest in human resources employment in the hospitality industry of the labor market</li> <li>- The increased interest of the entrepreneurial environment for the qualification / specialization of human resources in tourism and hospitality</li> </ul>	
<p><b>O</b> <b>(Opportunities)</b></p>	<p><b>T</b> <b>(Threats)</b></p>
<ul style="list-style-type: none"> <li>- Existence of EC-supported non-reimbursable financial instruments, operational and cross-border cooperation programs that encourage and finance the development of activities, infrastructure and human resources training in the field of</li> </ul>	<ul style="list-style-type: none"> <li>- The tense geopolitical situation in south-eastern Europe</li> <li>- The danger of suspending or closing cohesion programs funded at European level for the 2 states</li> <li>- Restricting free movement</li> </ul>

<p>tourism and hospitality</p> <ul style="list-style-type: none"> <li>- Increasing the interest of European tourists in historical destinations, for the "Exotic Europe" area</li> <li>- Increasing the level of expectation, regarding the quality and diversity, of the consumers of tourist services</li> <li>- The existence of compensatory tourist resources from a natural point of view</li> <li>- Possibility of obtaining practical and theoretical training courses through EU-funded programs for pupils and students</li> <li>- A slower aging process</li> <li>- Competitive pricing policies compared to other nearby destinations in Europe</li> </ul>	<ul style="list-style-type: none"> <li>- Non-involvement at institutional-governmental level in order to effectively function the Euroregion</li> <li>- Increasing distrust in local tourism development and human resource training initiatives in this area</li> <li>- Emphasizing the associative disinterest at the level of private organizations in the field</li> <li>- Aging population</li> <li>- Waiver of public health policies by granting subsidies for recovery treatments in spas</li> <li>- Low level of practical staff training</li> <li>- Often low language skills</li> <li>- The migratory phenomenon of skilled and specialized brains and labor</li> <li>- Perpetuating unattractive salary policies for tourism employees and its synergistic areas</li> </ul>
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#### **4. Vision and objectives of infrastructure and services development for training and employment of human resources in the field of tourism and its synergies field**

##### **4.1. The vision:**

Bihor-Hajdu-Bihar Euroregion - a tourist destination of excellence, a destination that capitalizes efficiently and sustainably on an exceptional natural, cultural and human potential,

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based on diverse and complementary packages, well promoted, supported by well-trained and qualified staff, able to provide satisfaction to tourists as well as local communities to the economic development of which they contribute. A destination that respects the commitments of the states towards the Europe 2020 Agenda, as well as those regarding the development and cross-border cooperation at European level.

It is desired to develop the tourist and vocational training infrastructure in this field on a mix of actions, which highlight the local, natural, cultural, human resources potential, through well-defined and complementary packages, with a massive emphasis on the quality of experience and , much less, on the amount of experiences, thus protecting the natural and cultural capital, seen as a resource with limited regeneration potential, but with great added value.

#### **4.2. Integrated strategic objectives**

They will have to support the coalition of public and private efforts in order to sustainably grow the tourism sector within the county economy by:

1. Rational and sustainable use of defining natural and cultural resources;
2. Increasing the quality of vocational training in tourism and its synergies through the development of training infrastructure, equipping it with the necessary equipment and occupying it with highly qualified staff interested in this field;
3. Development of projects and partnerships in the field of human resources training dedicated to tourism and its synergistic fields;
4. Configuring a diverse and complementary and complete offer, doubled by excellent services;
5. Investments in tourism support infrastructure;
6. Aggregation of a cross-border coordination, training and support cluster for the tourism industry.



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All this has an impact on a development of the level of satisfaction of tourists, communities and, inherently, in the increase of the period in which they spend their time in the area of interest, respectively their economic contribution to the general welfare, with impact in increasing the need for qualified / specialized human resource, able to maintain qualitative standards.

### 5. Strategy formulation

The development of tourism, including through the provision of excellent services and qualified staff, must be a complementary activity to other industries at local / cross-border level, balancing the needs of tourists / visitors, the business environment and, last but not least, of the locals, regarded as the main beneficiaries. This activity must be developed in a responsible way towards the environment, the cultural heritage and the local community, in an open, proactive and constructive partnership, which will bring to the same table and involve all relevant actors, but especially willing to get involved. in the development of this field, obviously for the common good and of long duration.

After completing the diagnostic stage, the development of this field with all that it means in the cross-border area must respect the principles generally applicable to a sustainable and responsible growth of the field, namely:

1. to have a minimum negative economic, social and environmental impact;
2. to generate increased economic benefits for the locals and to improve the quality of life of the local community and their working conditions;
3. To involve the locals in the decisions that affect their life and the medium and long term development of the area affected by it;
4. To provide quality experiences to tourists, through excellent services provided with well-qualified staff







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6. To respect the horizontal principles of programming and development, respectively to provide equal and non-discriminatory access, including people with disabilities of any kind, to be sensitive and culturally motivated, facilitating respect between tourists and hosts regardless of ethnicity, denomination or race.

Based on the analysis of the current situation, from the tourist audit the SWOT analysis and the diagnosis put to the field of interest require a number of 5 general strategic areas of action, applicable to any programmatic document in the economic field and defined in the literature. These would be:

1. Institutional and policy area in the field - partnership, support and coordination;
2. Area of awareness, collaboration and interest - involvement of stakeholders;
3. The area of standardization policies, qualitative increase of professional training for tourism and hospitality, so that the offer of tourist services is of superior quality;
4. The area of identification, circuitry and maximization of the product offer - creation of tourist product;
5. The area of policies to facilitate access to vocational training and subsequent employment;

## **6. Implementation of the strategy**

### **6.1. Joint action plan**

By structuring, respecting the principles of development and sectorial management, the package of policies - programs - projects related to the vision and mission of development resulted in a staging of them, on three major categories of intervention:

1. Short-term projects, those to be implemented in the next period or are in implementation and have a maximum implementation duration of 2-4 years. Projects in this category are priority projects, mostly software (studies, analyzes, policies, administrative and coordination / partnership actions, small-scale investments, etc), which are mainly related to the aspects of



partnership, coordination and control and represent those essential conditions for the implementation of medium and long term projects, being somewhat supportive projects.

2. Medium-term projects, proposed to be implemented in the period 2020 - 2025, in particular in the field of hardware, infrastructure investments, for the implementation of which is needed funding sources from EU funds, the national or local budget and / or or private investments or in public / private partnership.

3. Long-term projects, the implementation of which exceeds 2025, these are projects of updating to market requirements, tourist demand according to the trends insinuated at the level of the global and regional tourist market, to occupy in the competitive system some key areas or phased niches of interest or infrastructure project.

For the first two categories, this chapter identifies a series of elements necessary for the formulation of the action plan, respectively: the institution(s) / responsible entity(ies), groups involved, potential sources of funding, main activities, etc. These are contained in the following boxes and structured on key management issues.

Trying to summarize the strategic directions of tourism development in Bihor County, its strategic orientation for the period 2019-2028 would be:

- functionalization of a cluster-type coordination-administration infrastructure;
- diversifying the offer through infrastructure investments in urban and rural areas in the form of a cross-border polycentric network;
- Development of activities to support cross-border exchanges and interactions;
- Realization of framework agreements for internships for the secondary and tertiary education system with a tourist profile;
- Creation of a statistical database at cross-border level, elaboration of a common, bilingual statistical database, at the level of the Bihor - Hajdú-Bihar Euroregion;
- Development of vocational training programs in tourism in accordance with new technologies and social media, increasing the use of digital tools for tourism employees and synergistic areas;

- Improving the level of knowledge in business economics and management

## 6.2 Pilot projects



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**PROJECT 1. Establishment of a cross-border support and coordination cluster for tourism and vocational training in tourism and hospitality**

Policy / intervention measures IP 1: Creation of an institutional framework for cooperation between public and private sector decision-makers in order to train human resources in tourism, hospitality and other synergistic fields (culture, traditional crafts)

The institutional framework		Value / Sources of financing
<p>Bihar County Council Hajdú-Bihar County Council Territorial labor inspectorates from the two counties County Agencies for Payments and Social Inspection in the two counties Bihar Destination Management Agency (AMD Bihar)</p>		<p>650,000 Euro - Hungary-Romania cross-border cooperation program</p>
Main activities	Groups involved	Current status / completion
<ul style="list-style-type: none"> <li>Establishment and organization of the cluster</li> <li>Defining its attributions</li> <li>Its endowment</li> <li>Co-operation of human resources</li> <li>Human resources training</li> <li>Elaboration of a guide of good practices in</li> </ul>	<ul style="list-style-type: none"> <li>Universities of Oradea and Debrecen</li> <li>Pre-university education units from the 2 counties</li> <li>The Chambers of Commerce and Industry of the 2 counties</li> <li>Destination management organizations from the 2 counties</li> </ul>	<p>Conceptual note 2020, completion 2023</p>





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<p>the formation and provision of tourist services</p> <ul style="list-style-type: none"> <li>• Providing support to entities involved in tourism, hospitality and crafts in order to comply with legislation and employment with qualified / specialized staff</li> </ul>	<ul style="list-style-type: none"> <li>- Providers of professional training for tourism and hospitality from the 2 counties</li> </ul>
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**PROJECT 2. Establishment of a cross-border polycentric training and support network in order to increase the employment of qualified / specialized personnel in the labor market in its tourism and synergistic field**

Policy / intervention measures PI 2: Creation of an institutional framework for cooperation between public and private sector decision-makers in order to train human resources in tourism, hospitality and other synergistic fields (culture, traditional crafts)

<b>The institutional framework</b>	<b>Value / Sources of financing</b>
Bihor County Council	2.718,000 Euro - INTERREG VA

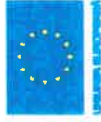




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<p>Hajdú-Bihar County Council Territorial labor inspectorates from the two counties Bihar Destination Management Agency (AMD Bihar) Worship units</p>			<p>Romania-Hungary cross-border cooperation program, 2014-2020</p>
<p><b>Main activities</b></p> <ul style="list-style-type: none"> <li>Realization of 6 training and support centers in the field of human resources and tourism</li> <li>4 in Oradea (Human Resources Training Center in the Field of Tourism of AMD Bihar, Indoor and outdoor vocational training center "Episcopia Bihor", Training and support center in tourist and cultural activities "Basilica Minor", Oradea and Training and specialization support center for heritage and tourism "Ars Ecumenica" - Iosia, Oradea), 1 at Izbuc Monastery - Permanent training center for traditional</li> </ul>	<p><b>Groups involved</b></p> <ul style="list-style-type: none"> <li>Universities of Oradea and Debrecen</li> <li>Pre-university education units from the 2 counties</li> <li>The Chambers of Commerce and Industry of the 2 counties</li> <li>Destination management organizations from the 2 counties</li> <li>Providers of professional training for tourism and hospitality from the 2 counties</li> </ul>	<p><b>Current status / completion</b></p> <p>Conceptual note 2018, 2019 in implementation, completion 2021</p>	



Parteneriat pentru un viitor mai bun

Agentia de Management al Destinatiei Bihar

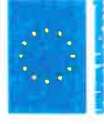
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crafts and rural tourism (Izbuc- Monks " and

1 in Körösszegapáti - Permanent cross-

border training and support center for small

craftsmen and tourism" Renaissance

"Körösszegapáti

training / specialization of 1020 people for

the tourist, cultural-tourist and hospitality

field in the following qualifications: trainer,

entrepreneurial skills, local tourist guide,

national tourist guide, boarding house

administrator, hotel manager, hotel

technicians, chef, bartender-waiter,

confectioner-pastry chef, sommelier,

lifeguard, hunting guards, rangers,

professional photographers, landscapers-

florists, manual weaver, manual carpenter,

potter, chorister, organist, hall keeper,

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<p>         museographer, curator of cultural goods,          exhibition curator, cultural establishment          referent, restaurateur cultural goods          • promoting employment in the field of          tourism, tourism and culture and hospitality,          as well as promoting local products as          tourism products by organizing 22 events          (fairs, festivals, workshops)       </p>		
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### PROJECT 3 Development of activities to support cross-border exchanges and interactions

Policy / intervention measures IP 3: Establish an institutional framework for cooperation to carry out joint promotional activities and exchange of experience for tourism, culture and traditional crafts

#### The institutional framework

Cross-border cluster of support and coordination for tourism and vocational training in

#### Value / Sources of financing

3,000,000 Euro - local budgets,







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<p>tourism and hospitality Bihar County Council Hajdú-Bihar County Council Territorial labor inspectorates from the two counties County Agencies for Payments and Social Inspection Bihar Destination Management Agency (AMD Bihor)</p>		<p>private budget, non-reimbursable funding through the INTERREG, ERAMUS, LEONARDO Cross-border Cooperation Program</p>
<p><b>Main activities</b></p> <ul style="list-style-type: none"> <li>- Organizing cross-border educational fairs for secondary and tertiary education;</li> <li>- Intermediation, facilitation and support of partnerships in the field of scientific research (tourism, training, education, human resources / labor market) between the target public institutions and the business environment operating in the field of interests in the two cross-</li> </ul>	<p><b>Groups involved</b></p> <ul style="list-style-type: none"> <li>- Universities of Oradea and Debrecen</li> <li>- Profile pre-university education units from the 2 counties</li> <li>- The Chambers of Commerce and Industry of the 2 counties</li> <li>- Tourism and hospitality operators</li> <li>- Destination management</li> </ul>	<p><b>Current status / completion</b></p> <p>Conceptual note 2020, completion 2028</p>





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border counties;

- Supporting cross-border educational partnerships through Erasmus, Grundtvig, Leonardo da Vinci programs by facilitating partnerships and providing support in project submission
- Lobbying and advocacy services for the business environment in the two counties (identifying local and national legislative priorities and promoting them)
- Conducting fairs of cross-border tourist offers - mutual promotion of tourist services, resources and facilities;

organizations from the 2

- counties
- Providers of professional training for tourism and hospitality from the 2 counties

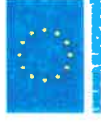
**PROJECT 4 Elaborating framework agreements for internships for the secondary and tertiary education system with a**





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## tourist profile

Policy / intervention measures IP 4: Establishment of an institutional framework for cooperation to carry out joint activities for the training of cross-border resources in tourism and hospitality

### The institutional framework

Cross-border cluster of support and coordination for tourism and vocational training in tourism and hospitality  
Territorial labor inspectorates from the two counties  
County Agencies for Payments and Social Inspection  
Bihor Destination Management Agency (AMD Bihor)

### Value / Sources of financing

80,000 Euro / year - local budgets, private budget, non-reimbursable financing through ERAMUS, LEONARDO

### Main activities

- Organizing cross-border educational fairs for secondary and tertiary education;
- Intermediation, facilitation and support of partnerships in the field of scientific

### Groups involved

- Profile pre-university education units from the 2 counties
- The Chambers of Commerce and Industry of the 2 counties

### Current status / completion

Conceptual note 2020, completion 2028





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LEADER, ERASMUS



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research (tourism, training, education, human resources / labor market) between the target public institutions and the business environment operating in the field of interests in the two cross-border counties;

- Supporting cross-border educational partnerships through Erasmus, Grundtvig, Leonardo da Vinci programs by facilitating partnerships and providing support in project submission
- Lobbying and advocacy services for the business environment in the two counties (identifying local and national legislative priorities and promoting them)
- Conducting fairs of cross-border tourist

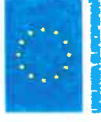
- Tourism and hospitality operators
- Destination management organizations from the 2 counties
- Providers of professional training for tourism and hospitality from the 2 counties





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offers - mutual promotion of tourist services, resources and facilities;

**PROJECT 5 Creation of a statistical database at cross-border level, elaboration of a common, bilingual statistical database, at the level of the Bihor-Hajdú-Bihar Euroregion**

Policy / intervention measures IP 4: Establishment of an institutional framework for cooperation to carry out joint activities for the training of cross-border resources in tourism and hospitality

**The institutional framework**

Cross-border support and coordination cluster for tourism and vocational training in tourism and hospitality  
County statistical directorates  
Territorial labor inspectorates from the two counties  
County Agencies for Payments and Social Inspection  
Bihor Destination Management Agency (AMD Bihor)

**Value / Sources of financing**

10,000 Euro / year - local budgets, private budget





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Main activities	Groups involved	Current status / completion
<ul style="list-style-type: none"> <li>- Making the necessary contacts in order to start the activity</li> <li>- Initiation of a working group to establish the common need for data to be collected, respectively how to use it</li> <li>- Creation of an online statistical platform with the obtained data</li> <li>- Dissemination of data with stakeholders</li> <li>- Carrying out studies and research based on these data</li> </ul>	<ul style="list-style-type: none"> <li>- Profile pre-university education units from the 2 counties</li> <li>- The Chambers of Commerce and Industry of the 2 counties</li> <li>- Tourism and hospitality operators</li> <li>- Destination management organizations from the 2 counties</li> <li>- Providers of professional training for tourism and hospitality from the 2 counties</li> </ul>	<p>2021-2028</p>



**PROJECT 6 Development of training programs in tourism in accordance with new technologies and social media, increasing the use of digital tools for tourism employees and synergistic areas**

Policy / intervention measures IP 6: Creation of an institutional framework for cooperation to carry out joint activities for the training of cross-border resources in tourism and hospitality

**The institutional framework**

Cross-border cluster of support and coordination for tourism and vocational training in tourism and hospitality  
 University of Oradea  
 University of Debrecen  
 County Employment Agencies  
 Bihor Destination Management Agency (AMD Bihor)  
 Destination management organizations  
 Vocational training providers  
 County Agencies for Payments and Social Inspection  
 National Authority for Qualifications

**Value / Sources of financing**

40,000 Euro / year - POCU,  
 private budget



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Main activities	Groups involved	Current status / completion
<ul style="list-style-type: none"> <li>- Identifying the immediate need for digital skills training for people engaged in tourism, hospitality and other synergistic areas</li> <li>- Develop a curriculum in accordance with the need to be assimilated as digital skills</li> <li>- Elaboration and authorization of the course</li> <li>- Provide training to increase the use of digital tools for at least 60 people per year</li> </ul>	<ul style="list-style-type: none"> <li>- Profile pre-university education units from the 2 counties</li> <li>- The Chambers of Commerce and Industry of the 2 counties</li> <li>- Tourism and hospitality operators</li> <li>- Destination management organizations from the 2 counties</li> <li>- Providers of professional training for tourism and hospitality from the 2 counties</li> </ul>	<p>2020-2022</p>





**PROJECT 7 Improving the level of knowledge in business economics and management**

Policy / intervention measures IP 7: Establish an institutional framework for cooperation on joint cross-border training in tourism and hospitality

The institutional framework		Value / Sources of financing
Cross-border cluster of support and coordination for tourism and vocational training in tourism and hospitality University of Oradea University of Debrecen Profile pre-university education units Vocational training providers		20,000 Euro / year - POCU, private budget
Main activities	Groups involved	Current status / completion
- Identifying the immediate needs for the training of entrepreneurial skills and the management of people employed in	- Profile pre-university education units from the 2 countries	2020-2022

<p>tourism, hospitality and other synergistic areas</p> <ul style="list-style-type: none"> <li>- Develop a curriculum in line with the need for assimilation and entrepreneurial and leadership skills</li> <li>- Providing training to increase the use of a digital instrument for 40 people per year</li> </ul>	<ul style="list-style-type: none"> <li>- The Chambers of Commerce and Industry of the 2 countries</li> <li>- Tourism and hospitality operators</li> <li>- Destination management organizations from the 2 countries</li> <li>- Providers of professional training for tourism and hospitality from the 2 countries</li> </ul>	
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### 6.3. Monitoring the implementation of projects;

The process of implementing the Strategy will go through the following logical stages:

- Phase of initialization and preparation of the implementation of the Strategy
- The operationalization phase of the Strategy
- Organizational functionalization phase - providing the necessary resources to manage the Strategy and implement development projects or actions
- The process of monitoring the implementation of the Strategy for the development of an economy that develops tourism in Bihor and Hajdú-Bihar

The monitoring and evaluation system is a mandatory part of any strategy, program or plan in order to monitor their implementation and, if necessary, to take action whenever necessary to update and improve the implementation activities of this programming document. . The monitoring and evaluation of the common strategy for the development of human resources in tourism and other synergistic areas, in the cross-border area, is clearly subordinated to the logic of obtaining economic efficiency and effectiveness.

In order to measure the effects of the implementation of the strategy, it is necessary to establish indicators for regular monitoring and evaluation, identifying the means and sources of information. The proposed monitoring and evaluation structure includes a system of indicators to provide the basis for performance evaluation.



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Nr.	Inde/indicator	Periodicity
1	Number of training providers for tourism and synergetic fields in the cross-border region	Maximum for three years
2	Number of new accredited courses for tourism and synergetic fields	Maximum for three years
3	Number of people participating in courses for the acquisition and / or improvement of competences and skills in the field of tourism	Annual
4	Number of participants in experience exchange programs and projects	Maximum for three years
5	Conferences, seminars and fairs on tourism and human resources organized in the cross-border region	Maximum for three years
6	Public-private partnerships made between educational institutions and economic operators in the field of tourism	Maximum for five years
7	The share of employees with medium and high qualifications in the total of those employed in tourism, hospitality and other synergistic fields	Maximum for five years
8	Number of internships and training courses organized / paid for by companies in the tourism sector	Maximum for three years



#### 6.4. Impact assessment and analysis;

Monitoring and evaluation will be based on the mentioned objectives according to the proposed strategic objectives / projects. The main sources of information that will be used for monitoring and evaluation are:

- National Statistical Institutes of both countries
- Employment agencies
- County Agencies for Payments and Social Inspection
- Sociological studies / surveys applied to tourists / visitors and persons delivering tourist products and services

#### 6.5. Project monitoring schedule

	Proiect	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	Establishment of a cross-border cluster of support and coordination for tourism and vocational training in tourism and hospitality										
2	Establishment of a cross-border polycentric training and support network in order to increase the employment of qualified /										



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	specialized personnel in the labor market in its tourism and synergistic field										
3	Development of activities to support cross-border exchanges and interactions through the organization of joint activities										
4	Realization of framework agreements for internships for the secondary and tertiary education system with technological / professional profile										
5	Creation of a statistical database at cross-border level, elaboration of a common, bilingual statistical database, at the level of Bihor- Hajdú-Bihar Euroregion										
6	Development of training programs in tourism in accordance with new technologies and social media, increasing the use of digital tools for tourism employees and synergistic areas										





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7	Improving the level of knowledge in business economics and management																			
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