



A municipality that attracts and in which stays – a place that offers certain future for the youth

DEVELOPMENT STRATEGY OF THE MUNICIPALITY OF KANJIZA 2011-2020

EXTRACT

Kanjiza, 2011

Prepared by:

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1. INTRODUCTION

1.1. *The mayor's foreword*

*"Let our advance worrying become
advance thinking and planning."
/Winston Churchill/*

Modern way of business thinking necessitates planning, in order to get acquainted with the needs from one side and every available resource and opportunity from the other. The Municipality of Kanjiza started the elaboration process of our strategic plan of general socio-economic development for the period from 2011 to 2020 in June of 2010. The elaboration process of the strategic proposal lasted more than nine months, and because of the comprehensive document the same will be revised continually. This way was the strategic document approved in the end of 2010 that has been modernized already in the second half of 2011 with the help of EU experts. It is important to emphasize that the document was created on the grounds of overall social and political consensus.



Members of the Council for elaboration of the strategy, nominated by the mayor, are compiled according to a wide professional (civil and private sectors) and political consensus that is confirmed by the fact that every political party of the Parliament has its own representative within the Council. This is an important precondition of bringing the development strategy into effect. Above all, this way a wider social community feels this document as their own.

The strategic document is elaborated in accordance with national and regional documents regarding development policy of the Republic of Serbia, as well as with the existing local development programmes of certain public sectors.

Final output of the document is the presentation of general and specific goals, tasks and activities that will be effected in order to accomplish the defined tasks of certain development sectors. In order to achieve the mentioned goals it is important to, in accordance with the initiative of the Municipal Council that was handed in to the Government of Republic of Serbia in 2008 and 2010 according to alteration of the Decree on territorial units, to classify our municipality into the North-Backa region, where its geographic and economic position is.

Kanjiza, 31th of December 2011.

Mihalj Njilas
President of the Municipal Council

1.2. Aims of the document

This document is an extract of the Development Strategy of the Municipality of Kanjiza, which came into existence to show a complex and comprehensive picture of the municipality from every aspect of the local community in a short form on the basis of the elaborated Development Strategy of the Municipality of Kanjiza.

The present document is a short summary of the analysis of current situation and strategic plans for the future. This development strategy relies on the actions and objectives of the EU 2020 Strategy. The strategic document is designed to deliver an approach that will allow the municipality's competitiveness as an equal partner on an international level.

The Development Strategy of the Municipality of Kanjiza targets the main areas for improving the sustainability performance of the municipality and its residents. The strategy explains how the already achieved improvements have evolved over time, moreover highlights the need for an integrated approach to tackle the key elements that form the backbone of sustainability - the economy, environment and society. The strategy emphasizes the importance of ensuring ambitions set at national, regional, municipal and local levels and demonstrates the municipality's targets until the year of 2020.

The Municipality will work to secure social, environmental and economic well-being of the people living on its territory. We build upon the fact that a complex and integrated strategic plan will assure long-term socio-economic sustainability, thus the document will significantly contribute to the realization of plans for the future.

The municipality and Kanjiza along the Tisa river



2.ABOUT THE MUNICIPALITY OF KANJIZA

2.1. *Geographic characteristics*

The climate in the area is moderate-continental, middle annual temperature is 11 °C, there are a high number of sunny days (2000-2010 hours). 72% of sunny hours are observable for the time of vegetation period of plants. Our region belongs to the driest territory of the republic. Biodiversity is also significant in the area.

The soil is of exceptionally high quality - black soil or “chernozem” (25270 ha, thus 63,4 % of the overall territory) for growing industrial plants, cereals and vegetables, but sand and sandy territories are also achievable that are adequate for fruit production and wine-growing. Forest areas represent as little as 919 ha, thus 2,3 % of the whole territory of the municipality.



Green-field investment zones are characterized by industrial zones that are situated in the eastern and northern parts of Kanjiza, in Horgos and Martonos. The most significant water resources are the Tisa river, lakes and channels. The channels are divided into three watershed areas: 1) Horgos-Martonos shed, 2) Kanjiza shed and 3) Keres shed. In the municipality there are more fishponds (Velebit, Male Pijace, Mali Pesak, Martonos).

Resources of geothermal water are extremely significant for purposes of development of spa-capacities in the municipality. On the territory of the municipality fossil-fuel resources can be found. Exploitation-fields in Velebit are the biggest diesel oil fields in Vojvodina. Local resources of natural gas are used for ensuring energetic demand of the inhabitants. On the territory of the municipality appreciable quantity and quality of clay can be also found.

2.2. Inhabitants

According to the data of the last census (2011) there are 24.995 people living in the Municipality of Kanjiza. Population density is 62 inhabitants per km².

Negative demographical indexes and migration processes influence dominantly the existing age-structure of the municipality, as well as immigration of young people, started in the 90's. The average age of the inhabitants is 41,51 years of age (2008).

In means of the cultural heritage Kanjiza is a multicultural and multiethnic society. The municipality is mainly populated by Hungarians (86,5 %) and Serbs (7,4 %), but Romas, Romanians, Croatians, Montenegrins, "Bunjevac", Albanians and members of other ethnic groups are also living in the municipality. Religions that these nations belong to: Catholic, Eastern Orthodox, Muslims and other smaller religions.

Socio-economic structure is unfavourable that is a consequence of more, with each other connected factors. The percentage of the working population in means of the whole number of the population equals 67,20 % (the estimated number of the working contingent of the population in 2010 was 17.458 persons).

The data acquired from the census in 2011 showed decrease of the number of the population by 10% according to the results of the previous census. Accession number is -7,8 % (on 1000 inhabitants).

3. RESOURCES

3.1. *Natural resources*

3.1.1. Agricultural land

The relief map of the municipality, which is specifically of plain character, can be divided into four morphologic units: Backa loessal ridge – yellow hills that consist of dunes and valleys that take about 45% of the municipality's overall territory, their average height above the sea level is between 84 and 108 metres. The average thickness of the loess is 10-15 metres. The next morphologic unit is the Horgos sand ridge. The most typical morphologic formations are dunes, hills and valleys between the hills. The third morphologic formations are loessal terraces. The terraces are covered by loess and fluvial clay, but erosion and denudation of the surface can be spotted. Thickness of the loess is between 2 and 6 metres. The fourth form is the plain along the Tisa river, it consists of sand, sandy mud and clay, specifically alluvial plain (at Adorjan) and smooth gradient of the ground (between Kanjiza and Martonos) with river islands (Martonos Island, Big Island in Kanjiza, an island between Kanjiza and Adorjan). The height above the sea level is from 78 metres (meadow) to 108 metres (loessal terraces).

Pedologic map of the municipality is a real mosaic that consists of high-quality black soil, clay surfaces, sandy areas, salty parts, lakes and swamp-territories.



Agro-climate – The Municipality of Kanjiza belongs to the moderate climate with expressly continental characteristics:

- Big annual temperature fluctuations – average temperature is 11,0 °C
- the average value of temperature differences is 22,9 °C
- absolute value of fluctuation 67,3 °C
- high number of dry days – sunny periods in average 2000-2010 hours,
- 72 % of sunny days is observed for the time of the vegetation period of plants
- Exceptionally little humidity: this area is the driest in the republic

The agricultural production takes up most territories of agricultural land, 28550 ha. On the territory mainly corn is produced on approximately 13698 ha that gives 52,6 % of agricultural production. Summer and autumn species of cereal are produced on 6816 ha from which the greatest territory is distributed to wheat on 4831 ha. Industrial plants are produced on 3953 ha, thus on 13,84 % of the whole territory used for growing plants. Unctuous cereals are grown on 7% of the territory. Production of industrial red pepper in the municipality has long traditions and it is well-known outside the borders as well. Black soil with exceptionally good physical, microbiological and chemical characteristics offers a great opportunity for producing red pepper.

Pepper processing in the municipality



3.1.2. Natural waters

Resources of geothermal water are significant from the aspects of spa development in the municipality. Natural characteristics of the municipality are preserved and unpolluted nature, and a small-town ambient along the Tisa river.

Advantages against the neighbouring services lie in the pricing of products that offer the chance of using the comparative advantages.

Having in mind that the Tisa river is an international nautical route that is connected with the channel system of Vojvodina, this way exploitation of the following river-traffic functions is achievable: international passenger station, tourism, restaurants, station for freighters, storage of loads. Hydrologic conditions allow sailing throughout the whole year. From the mentioned capacities of the municipality only a passenger station and customs office are functioning, as well as several moorings are available.



3.1.3. Fossil-fuel

On the territory of the municipality significant fossil-fuel resources can be found. The exploitation field in Velebit is the largest diesel oil field in Vojvodina. Local resources of natural gas are used for purposes of the local inhabitants. Supply of the gas-users is realized with the help of local and import gas in case of need.

3.1.4. Clay

The municipality possesses significant resources of clay. In the industrial production of the municipality the



key role is represented by production of construction materials. The development of construction materials is dynamic. Potisje-Tondach Kanjiza with the export value of 11,7 million dollars takes place on the 6th rank on the list of the ten biggest exporters in the region.

3.2. Human resources

According to the data acquired from the last census in 2011, there are 24.995 people living in the Municipality of Kanjiza. Population density is 62 inhabitants per square kilometre.

In the structure of the population children up to 14 years of age participate with 15,74 %, young people up to 29 years of age with 19,15 %, middle-aged up to 49 years of age with 28,24 % and elder generations from 50 years of age with 36,87%.

In the gender structure of the population males participate with 49 %, and females with 51%. Expected age by women is 75,56 years of age, by men 67,69, so the average is 71,22.

| Activity | Number of employees | Structure in % |
|---|---------------------|----------------|
| Agriculture, forestry, water management | 183 | 4 |
| Fishery | 35 | 1 |
| Mining | 35 | 1 |
| Processing industry | 1517 | 29 |
| Gas and electric current supply | 41 | 1 |
| Construction industry | 297 | 6 |
| Small- and medium-trade, repairs | 510 | 10 |
| Hotels, restaurants | 8 | - |
| Transportation, storages | 321 | 6 |
| Financial procedures | 23 | - |
| Immovables and renting services | 162 | 3 |
| Governmental institutions | 132 | 3 |
| Education | 403 | 8 |
| Health care and social work | 584 | 11 |
| Communal services | 79 | 1 |
| Entrepreneurship | 819 | 16 |
| Overall | 5149 | 100 |

Persons with higher and high education participate with 5 %, with finished secondary school 35%, with elementary school 31%, and 27% did not finish elementary school, 2% is without educational degree.

3.2.1. Employment

Number of employed persons is 5.149, that makes up 29,49 % of the labour capable inhabitants. In the composition of employed, women participate with 48%. Industry employs 77 % of workers, from that the biggest number is employed in the processing industry (29,46 %), in entrepreneurship (15,9%), in trade (9,9%) and in agriculture (3,5%).

Unemployment rates show a firm decreasing tendency. The whole number of unemployed is about 2.400 persons, (from that the number of unemployed women is 1.152 and persons with special needs 31) that represents an unemployment rate of 13,07 % on the level of the municipality. The average time for getting a job is 3,7 years, and in case of young person 1,9 years.

In the structure of unemployed, unqualified workers participate with 51%, semi-qualified 4%, qualified 24%, persons with professional secondary school 16%, highly qualified 1%, with college 2% and high qualifications of 2 %. By the age in the structure of unemployed around 25% is represented by categories from 50 years of age or older (from that 34% are women).

The economy is characterized by competitive costs of labour force. The average gross wage for September 2010 was 46.999 dinars (448 Euros), that is in comparison with the republic average lower by 11% and lower by 8% from the average of Vojvodina. Wages without taxes are in average 33.755 Dinars (321 Euros).

3.2.2. Trainings

Educational structure of the population is unfavourable that necessitates organizing and implementation of trainings for interested persons. Persons with college and university degree participate with 5 %, finished secondary school with 35%, 31% possesses elementary education, and 27% did not finish the elementary school, another 2% is without educational degree.



Trainings outside the educational system in the Municipality of Kanjiza are well organized and implemented, and diplomas are accepted on the labour market as well. The infrastructure and equipment of the existing objects is satisfying. The trainings are

in accordance with the expectations of the labour market that represents a strong basis for further development and assures establishment of new workplaces.

3.3. Territorial capital

3.3.1. Infrastructure

Geographic situation of the municipality and presence of the road infrastructure is of great significance that consists of state roads of first level – E-75 highway, M-24 and M-22.1, moreover state roads of second level R-119, R-119.3 and R-111, that secure connections with the environment for the area.

Due to presence of the international nautical route on the Tisa river that is connected with the nautical channel system of Vojvodina, exploitation of the following functions of river traffic are available: international passenger station, tourism, restaurants, ports for freighters, storage of loads.

For water supply of all settlements on the territory of the Municipality of Kanjiza underground water resources are exploited. For water supply of the industry the same sources are captivated, without having in mind the required quality, so they are supplied through the distribution system and from own water systems.

On the territory of the municipality waste water drainage system is constructed in Horgos and Kanjiza. On the territory of the settlement Kanjiza the degree of configuration is 90 percent, nearly 2700 from the overall 4600 households are connected.

The Municipality of Kanjiza is supplied with electric current from the direction of the Municipality of Senta and Subotica (through stations of 110/35 kV). The current distribution cable-line is adequate and because of the ring-system the security of the feeding of the Municipality of Kanjiza with electric current is good. In Kanjiza the configuration of the network and transformer stations of the distribution is good and it is able to satisfy the increase of electric-current consumption up to 5% on a yearly level for the following period of 5-10 years.

Gas network is also installed in the municipality. Coverage with natural gas supply of the town of Kanjiza is about 85-90%.

3.3.2. General economic characteristics

To the local economy are extremely important the companies working in the field of construction material production and food processing industry.

Tourism of the municipality mainly leans on spa capacities that use medical water for healing and rehabilitation. Special hospital „Banja-Kanjiza“, and hotels Lupus and Aquapannon are the most significant accommodation capacities. In 2008 the number of guest nights achieved 97.135 persons.



Service providing sector is developed (transport, tertiary activities). In the municipal revenues the incomes from transport represent 5,2 %.

The number of commercial subjects is rising from the year of 2009, the number of companies is risen by 9,3 %, of entrepreneurs by 4 %.

Processes of trade have been significantly lagging behind far beyond the capacities and opportunities of the local economy. Last year altogether 40 companies have implemented export-import activities in the municipality, in an absolute amount of 33,6 million dollars of export and 28,9 million dollars of import, which means coverage of import by export of 116.3 %.

3.3.3. Small and medium-size companies

In our municipality more than 85 % of the GDP is generated by companies in private ownership, and this number shows a constant growth.

The number of registered firms is 670, 400 of them are registered as small entrepreneurs and 270 as medium size entrepreneurs.

Regarding business activities the highest numbers of companies run trade activities, and the number of those, who realizes production activity is far lower.

In 2005 in our municipality, in order to assure development of the SMEs, came to foundation of the Centre for Information and Development of the Municipality of Kanjiza which has widened its competencies in 2009 by signing a cooperation agreement with 6 municipalities along the Tisa river (Novi Knezevac, Coka, Senta, Ada, Becej, Novi Becej), and so was the Centre for Information and Development of the Tisa region established. The information



centre was established to follow the calls for proposals and help SMEs, agricultural producers and NGOs to operate and submit their project proposals.

The number of craftsman is around 400. At different manufacturers 819 persons are employed, that is 16 % of the overall number of employed persons.

The biggest number of private entrepreneurs works in the trade sector (more than 31 %), than in processing industry (26,0 %), in tourism (11 %), construction industry (10 %), transport (4 %), services (18 %).

The Association of Craftsman of the Municipality of Kanjiza is a NGO with long tradition. From the time of its establishment connects craftsman and represents their interests.

3.4. Agriculture

3.4.1. General characteristics

Agricultural land on the territory of 29.927 ha includes 74,9% of the whole territory of the municipality, and represents the most significant and rich natural resource. Four agricultural territories had been formed:

- sandy territory – north-eastern part of the municipality, it offers the opportunity for growing grape, fruit, potato and other vegetables
- loessal ridge – between the Tisa river and the sandy area, where black soil dominates. This territory is favourable for growing industrial plants (cereals, corn, medick, sugar beet, sunflower, barley, red pepper)
- loessal terraces – southern and south-western part of the municipality. In this area mainly black soil can be found that is favourable for growing all kinds of agricultural products.
- flood area along the Tisa river represents the most humid area of the municipality. It is favourable for growing corn, industrial plants and vegetables

The number of cattle is 7.879. In case of the sheep stand with the found of 7.975 sheep Kanjiza classifies itself into the developed municipalities in Vojvodina, and in numbers of sheep per ha of agricultural land it almost achieves the republic average. Breeding of swine stagnates in the last 10 years. With 32.729



pigs the municipality achieves the average of Vojvodina of 100 pieces on 10 ha agricultural land. Fowl is estimated for about 10.000 pieces.

Rearing bees is a traditional agricultural branch of the municipality. Currently 40 families are in connection with apiary, disposing 1200 hives.

On the territory of the municipality currently four fresh-water fishponds are situated, that produce fish on a lake surface of 729 ha. 417 tons of fish is produced each year (carps – yearlings and two years olds) – offered for further breeding and for consumption, herbivores and predators as well.

On the territory of the municipality there is in all 919 ha of forest, which means that on the territory of the municipality only 2,3 % is forested. The biggest part, almost 783 ha of forest is in the property of Vojvodinaforestry.

The area of the municipality (forests, swamp plants, steppe plants) offers adequate living environment for a big number of wild animals. From wild animals the following can be found: deer, rabbit, pheasant, coot, duck, goose, quail, fox). Hunting area covers the territory of the whole municipality that is rich in animals throughout the whole year.

3.5. Local industry

3.5.1. General characteristics

In the development of construction material industry, tiles, ceramics and hydro insulation materials are the most dynamic.




Agricultural production assures qualitative natural resources for the agricultural processing industry.

„Potisje-Tondah” Kanjiza with an amount of 11,7 million dollars is on the sixth rank on the list of the ten biggest exporters of the region.

Industrial production in the northern part of Backa has marked an increase of 7,7 % considering the same period in the previous year, that is higher than the average growth of industrial production in Serbia (4,8 %) in the same period.

Industrial zones occupy a territory of 245,83 ha that is 22 % of the territory of the settlement of Kanjiza. In the GDP of the Municipality of Kanjiza food industry participates with 30% and this number shows a constant growth. Other important branch in the municipality is agriculture that generates more than 30 % of the GDP as well. Except the industrial production of key importance is production of construction materials.

Industrial areas

| | Greenfield | | Brownfield |
|----------------------|--|--|--|
| Name | Industrial Park Horgos  | Industrial Zone Kanjiza  | Production Complex  |
| Area | 25 ha | 3 ha | 5 ha |
| Owner | The Municipality of Kanjiza | The Municipality of Kanjiza | The Municipality of Kanjiza |
| Specified activities | Light industry, logistic centre, services | Light industry, services | Light industry, logistic centre, services |
| Accessibility | - Corridor-X (E75), R-119 - Tisa river 18 km - Border-crossing point (SRB-HU) 4 km | - R-119, R-111 - Tisa river 2 km - Border-crossing point (SRB-HU) 14 km - Railway station 500m | - R-119, R-111 - Tisa river 2 km - Border-crossing point (SRB-HU) 14 km - Railway station 500m |

3.5.2. Industrial actors

| Name of the company | Address | Telephone/Fax | Web Site, E-mail |
|-----------------------|---|---|---|
| Rosan armature | Dušan Popovic 10. 24420 Kanjiza | +38124876744, +38124876756 | www.rosan.rs info@rosan.rs |
| Telek paprika | Tito Marsall 74. 24417 Martonos | +38124880062 Fax: +38124880064 | www.telek-paprika.co.rs telek@eunet.rs |
| Vitamin | Szegedi út 43. 24410 Horgos | +38124792040 Fax: +38124792328 | www.vitamin.co.rs info@vitamin.rs |
| Tegola – FIM | Put Narodnih Heroja 12., 24420 Kanjiza | +38124874700 Fax: +38124875165 | www.fim.co.rs office@fim.co.rs |
| Martis-Commerce | Zelena Dolina bb. 24417 Martonos | +38124880061, +38124880-021 Fax: +38124880045 | www.martis-martonos.com martis@sk.co.rs |
| Keramika Kanjiža Plus | Barska bb. 24420 Kanjiza | +38124874211 Fax: 38124873961 | www.keramikaplus.rs info@keramikaplus.rs |
| Potisje Tondach | Subotički put 57., 24420 Kanjiža | +38124873303 Fax: +38124873306 | www.potisje-kanjiza.com office@potisje.kanjiza.com |

3.6. Local bodies and institutions

3.6.1. Public administration

Municipal administration:

1. preparation of prescription drafts and other acts which are brought to legal power by the Municipal Council and its president in form of decisions,
2. execution of decisions and other acts of the Municipal Council and its president,
3. adjudication of decisions in the first-step administration procedure of rights and responsibilities of citizens, companies, organizations, institutions and other organizational units,
4. implements supervisory activities of administration and execution of prescriptions and other general acts of the Municipal Council,
5. execution of laws and other prescriptions belonging to its competence,
6. realizes professional and other works that are determined by the Municipal Council and its president.



The Municipal Office of the Municipality of Kanjiza is led by the Head of Municipal Office, and duties of the Municipal Office are realized in accordance with the Decision on Municipal Office within the frames of the following organizational units:

1. *Cabinet of the Municipal Council*
2. *General and Economic Department*

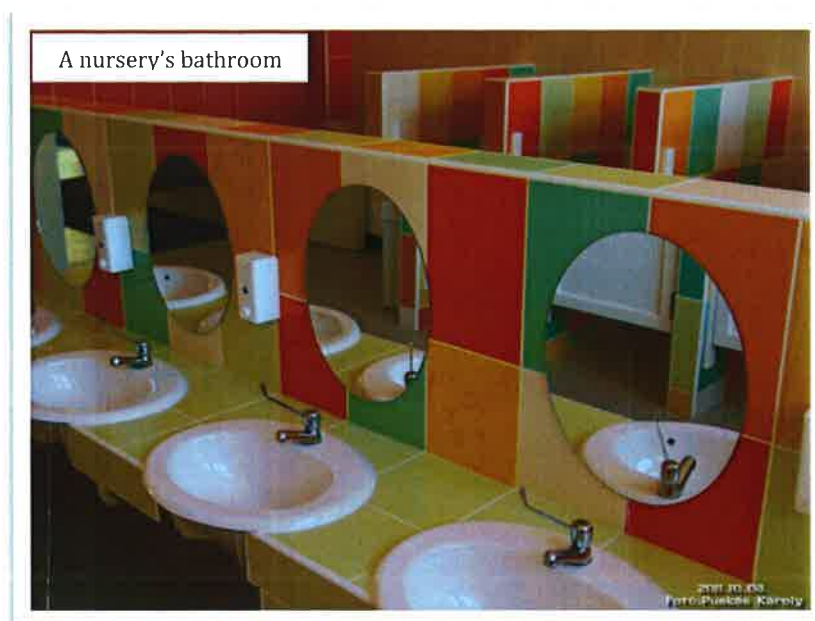
3. *Department of supervisory*
4. *Department of budget and finances and local tax administration*

3.6.2. Public institutions

Institutions of public health care are modernized, they cover the territory of the whole municipality. The most notable is „Dom zdravlja“, but there are ten private doctor’s offices as well. On rehabilitation the Special Rehabilitation Hospital “Banja Kanjiža” receives patients from the whole region.



The educational institution network includes nurseries, elementary schools and a secondary school „Besedes Jozef” that educates agricultural technicians, machinery and veterinary technicians, technicians of horticulture within the frame of a four-year programme, as well as education of qualified workers.



A well equipped theatre, library, the Regional Creative Atelier „Jožef Nađ“ can be found in Kanjiza, and in the most of the settlements there are rest centres, theatres and libraries as well.



The Educational and Cultural Institution „Cnesa“ has an important role in organizing cultural life of the municipality too.

On the territory of the municipality local media is present as well: Info TV, „Új Kanizsai Újság“ (New Newspaper of Kanjiza) and „Horgosi Kisújság“ (Small newspaper of Horgos).

4. STRENGTHS AND OPPORTUNITIES

| Strengths | Opportunities |
|---|---|
| <ul style="list-style-type: none"> - Favourable geographic situation of the municipality regarding economic purposes - Natural resources: geothermal water, clay, diesel oil and natural gas - agricultural land, availability of natural resources - Presence of the Centre for Information and Development, investment-oriented administration - Favourable natural and biological circumstances and environment, qualitative basis for animal breeding, large territories for plant production - Traditions in agriculture, processing industry, food production and wine-growing - Relatively cheap labour force - Accessibility of organized selective collection of garbage of 100 % - Long traditions in promotion of environment protection, maintenance of public green surfaces in parks and settlements - Already existing feasibility studies for development - Rich and versatile multiethnic, cultural and historical heritage of the area - Traditions of tourism and hospitality - Complex cultural, sport and manifestation contents - Successful protection of water resources from harmful outer factors - High level of network configuration - Closeness of the water-pump station - Knowledge and experience in handling and maintenance of the system - Absence of the industry with "dirty technologies" - Renovated buildings in the health care - Health care in 10 settlements - Long tradition, strong team work - Available resources for rehabilitation in spas - Elaborated Strategic Plan of social care development of the Municipality of Kanjiza, institution in the field of social care | <ul style="list-style-type: none"> - Development of entrepreneurship based on traditions of tourism, establishment of logistic centre, establishment of a duty-free zone - Development of knowledge centres that support the development of entrepreneurship - Forming an environment that is inspiring for entrepreneurs - Exploitation of alternative energy resources - Presence of regional an EU funds and resources, project submitting opportunities - Using advantages of the micro-region from the aspects of wine-growing and fruit production - Enhancing export of agricultural products - Enhancing efficiency of production and processing - Exploitation of high-quality meadows and opportunities for creating new fishponds - Development of eco-friendly thinking of inhabitants - Work of the regional waste depony, selective waste management on the level of households - Assuring financial resources for construction of sewage disposal system and measuring station and enhancement of waste water cleaning capacities, elaboration of project documentation - Assuring financial resources for exploitation of alternative energy-resources - Restoration of ethno-contents of tourism, enhancement of spa tourism capacities - Trainings and vocational trainings of the inhabitants of the region - Development of entrepreneurship - Regulation of the status of the Tisa river, as part of the international nautical route - More intense activities in the field of rational water management, transition to regional water management systems |

| Strengths | Opportunities |
|--|--|
| <ul style="list-style-type: none"> - Cooperation between institutions and local governments, social care of disabled people - Active NGOs, volunteers within the frame of the Red Cross - Secured financial resources in the field of sport - Large number of sport associations and programmes - Organization of local and international sport manifestations - Existing connections with other associations and institutions - Professional knowledge of teachers and professors, high performance of methodological approach of the teachers, transition from the pre-educational system into the educational system without issues - Innovativeness, tolerance, programmes against discrimination - Inclusive school, high-quality care of children with special needs, well-functioning pedagogic programmes - Toys and equipment of adequate quality - Partnership with other institutions and citizens - Versatile cultural content - Adequate and professional labour force in the field of culture, support from the side of NGOs - International cooperation - Adequate material circumstances (building, equipment) - Developed road-system | <ul style="list-style-type: none"> - Enhancement of quality of delivered water - Protection of water quality of the Tisa river and underground water resources - Adequate diversion of atmospheric waters - Integrated education - School bus, a school with appropriate capacity for children with special needs - Continuous broadening of partnerships, enhancement of number of donators - Further development of local programmes and services of education - Taking part in eco-friendly, prevention and health care programmes and projects - Versatile cultural heritage - Establishment of new public rooms for cultural manifestations - Establishment of new international relationships - Professional education and vocational trainings - Elaboration of common cultural strategy - Equipped stomatology and special-consultation services, urgency that covers the whole territory of the municipality - Prevention activities, consciousness of inhabitants about the healthy way of living - Health tourism - Improvement of energy-efficiency - Improvement of connections with foreign partners and donating organizations from abroad in the social care - Development of sport tourism, broadening of local, state and international sport manifestations, establishment of connections, further development of sport-diplomacy, cooperation between the associations - Integrating sport into the marketing of the town - Realization of a sport museum, infrastructural development, elaboration of concepts - Widening sport activities for handicapped and for persons with special needs |

5. STRATEGIC PLANNING IN THE MUNICIPALITY OF KANJIZA

5.1. Introduction

The first step by the elaboration was estimation of the current situation and drafting the vision of future in which values, intents and interests, represented by social and economic actors, will be harmonized in the municipality; this way the opportunity is given to be able to define real development needs regarding social economic and geographical environment. In the end we made the decision about launching the elaboration process of the Development Strategy, inviting local NGOs and inhabitants for cooperation.

In order to harmonize strategic steps we had to adjust and confront the goals and expectations of actors (business sector, civil sector, public sector, inhabitants) targeting the elaboration of an integrated concept that besides interests of the community emphasizes individual requirements as well. We have taken into account the tendency, which under the weight of sustainability and opportunities for elaboration of a strategy, and its execution, the role of private sector is constantly rising. Thus, a realistic concept is essential that is based on common devotion. Our leading principle was to thread development plans into the strategy that otherwise would be impossible to realize within the frames of the local market and economy. In order to fulfil the mentioned conditions first we had to analyze the current situation from socio-economic and environmental aspects (aiming transparency we elaborated the SWOT analysis), this way clearly showing the task. Our vision is deriving from those aspects. Having this in our minds we determined the sectors and adapted the strategic goals and priorities and tried to distribute development and management activities clearly and transparently to these concepts. We tried to elaborate long-term strategic goals that are realistically achievable and executable within shorter time-intervals through different projects and programmes. This process will indirectly help settlements and their inhabitants to get familiar with the developments within the frames of territorial and functional development in practice. As it was mentioned before a development concept of this kind is a flexible frame that is dynamically changing and which is constantly formed through realization of projects.

5.2. Strategic goals

The Municipal Council and its president support this vision through the embedded principle of: “Think globally, act locally” by considering ecological, economic, and cultural differences of our local surroundings.



5.3. Priorities and Measures of the strategy

MEASURES

| Priority I | Priority II | Priority III | Priority IV | Priority V | Priority VI | Priority VII |
|---|---|---|---|---|---|--|
| Development of Infrastructure | Maximalization of energetic efficiency | Modernization of agriculture | Competitive tourism | Establishment of new workplaces | Residencies, renovation, equal opportunities | Modernization of public services |
| 1.1. Development of traffic infrastructure | II.1. Energetic modernization of immovables in public property | III.1. Development of agricultural co-ops for production and trade | IV.1. Development of services in medical and health tourism | V.1. Implementation and development of trainings outside the education system | VI.1. Programme for construction of lodgings | VII.1. Development of public services VII.2. Development of health care services |
| 1.2. Development of social infrastructure | II.2. Analysis of exploitation of achievable renewable energetic resources with special emphasis of thermal energy | III.2. Development of processing industry | IV.2. Initiation of frameworks for countryside and eco-tourism | V.2. Harmonizing local opportunities of education and trainings with the requirements of the labour market | VI.2. Development of the settlement's image through small-scale infrastructural developments | VII.3. Programme for prevention of criminal activities and safety of citizens |
| 1.3. Development of environmental infrastructure | II.3. Processing of agricultural and communal waste for energetic needs | III.3. Development of bio-organic and environmental friendly agriculture | IV.3. Touristic region marketing campaign | V.3. Programme of public works on the basis of achievements | VI.3. Development of local cultural life | VII.4. Development of urgency services VII.5. Handling and prevention states of emergency |
| 1.4. Development of communication infrastructure | II.4. Analysis of construction of energetic plant based on renewable resources | III.4. Development of local brands | V.4. Including local SMEs in the tourism | V.4.Support of research-development-innovation activities | VI.4. Programme of green living | VII.6. Complex development programme of elementary and secondary education |
| 1.5. Development of touristic infrastructure | II.5.Realization of the energetic plant of renewable energetic resources | III.5. Development of knowledge and financial intensity of local agricultural actors | IV.5. Forming clusters | V.5. Support for forming local clusters | VI.5. Actions of equal opportunities | VII.7. Development of the system for improving individual competencies in pre-school institutions |
| 1.6. Development of industrial infrastructure | II.6. Support of environmental friendly thinking | III.6. Forestation programme | IV.6. Forming competitive touristic products including them into the international touristic offer | V.6. Connecting SMEs with the international economy | | VII.8. Strong social network |
| | II.7. Reducing CO2 emission | | | V.7. Support of spin-off companies | | |
| | | | | V.8. Support for partner finding and training initiatives through development of project ideas | | |

6. SUMMARY

It is easy to measure the successfulness of a strategy. Indicators can at every moment exactly show the degree of fulfilment of our goals, the degree of improvement of the inhabitant's quality of life in 13 settlements of our municipality.

The Local Government of Kanjiza will aspire in the following period to the text of this strategy not to remain only an empty phrase. The strength of this document lies in the fact that it contains the most important development directions of our local community, and the strength of actors responsible for realization lies in cooperation, consensus, in rational distribution of resources, in successful project proposals and lobby, that is similar to a clockwork – every small piece has its own function, and without each other the clock hands are not moving.

Therefore, realization of the determined goals is our common task, so on the path towards realization the main role of every actor is to participate with strength, effort and setness of purpose with might and main.

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