Beyond the Urban

Integrated Action Plan

Szabolcs 05 Regional Development Association of Municipalities

URBACT

Co-funded by the European Union
Interreg

Table of Content

Executive Summary

A Regional Response to Urban-Rural Disconnection

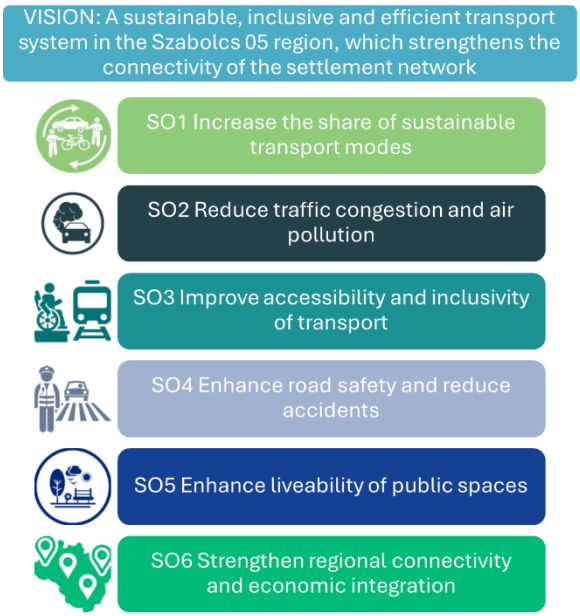
The Szabolcs 05 Regional Development Association of Municipalities is part of the URBACT IV **"Beyond the Urban" network, which brings together 10 European regions to tackle one of today's most pressing challenges**: overcoming the growing divide between rural areas and urban centres in mobility, connectivity, and inclusion.

The region of Szabolcs 05, composed of 44 settlements including the regional centre Mátészalka, confronts significant social and infrastructural challenges, such as **depopulation, car-dependency, and spatial segregation**. These issues **disproportionately affect disadvantaged and rural communities**. Through its Integrated Action Plan (IAP), Szabolcs 05 aims to foster cohesive, accessible, and sustainable mobility systems while improving the quality of life and strengthening regional integration. The IAP aligns with the Sustainable Urban Mobility Plan and the Integrated Urban Development Strategy of Mátészalka as well as national and EU policy frameworks.

Context, Vision & Objectives

Despite its rural character, Szabolcs 05 plays a key functional role through Mátészalka as a sub-regional economic and mobility hub. However, **car-dependency, inadequate alternatives, safety issues, and fragmented service delivery have limited the region's sustainable mobility prospects**. These issues are compounded by shrinking populations and persistent socio-economic disadvantages.

To address this, the IAP is guided by a **vision of sustainable, inclusive, and connected mobility** that integrates all communities—urban and rural—through accessible, environmentally friendly, and efficient transport systems. Six interlinked strategic objectives underpin the vision.



The IAP shows **a high level of integration across multiple domains**. The objectives are delivered through five intervention areas with a blend of soft measures (e.g. education campaigns, incentives, stakeholder engagement) and hard infrastructure (e.g. accessibility improvements, safety upgrades). Integration aspects also include strong territorial cohesion, multi-level governance collaboration as well as fostering inclusive and participatory development processes.

Intervention Areas & Actions

1. **Sustainable mobility promotion and awareness:** This intervention area addresses the cultural and psychological barriers to sustainable mobility in Szabolcs 05. It aims to reposition walking, cycling, and public transport as desirable and modern choices by improving the way they are perceived. Awareness-raising, visual branding, and storytelling are seen as key tools to build a positive mobility identity, fostering long-term behavioural change across generations.

2. **Improved transport safety:** Transport safety is a critical concern, especially in a rural region where road conditions and outdated infrastructure often discourage active modes. This area focuses on reducing physical and perceived risks for pedestrians and cyclists, particularly near schools and public spaces. It reflects a commitment to creating an environment where vulnerable groups feel confident using sustainable mobility options.

3. **Public space activation:** Szabolcs 05 views public space as a powerful lever to activate community engagement and support modal shift. This intervention area promotes the transformation of streets and public areas into shared, multifunctional environments that encourage walking, gathering, and local vibrancy. The goal is to use public space to reinforce mobility change and support placemaking in smaller settlements.

4. **Social inclusion in transport access:** Mobility justice is a central value in the IAP, and this intervention area ensures that transport systems are equitable and accessible to all. By focusing on people with limited access — such as low-income groups, the elderly, and people with disabilities — the plan reinforces inclusion as both a goal and a method. It acknowledges that participation and fairness are prerequisites for sustainable urban-rural mobility.

5. **Regional cooperation and transport coordination:** Recognizing the administrative fragmentation and infrastructural limitations of rural Hungary, this area promotes stronger horizontal and vertical cooperation. It reflects a systems-thinking approach where municipalities coordinate planning and service delivery beyond borders. This also includes alignment with regional and national actors, aiming to harmonize transport networks and strengthen the region's collective capacity.

The activities under these intervention areas will be carried out by the implementation of 15 actions – each including a timeline, responsible bodies, financial estimates, risks, and measurable indicators.

Implementation Framework

The **governance structure** ensures continuity after URBACT IV ends in December 2025, with streamlined mechanisms for coordination, funding, and reporting. The IAP will be implemented under the leadership of the Szabolcs 05 Association, supported by the Mayor's Office of Mátészalka as the administrative body. Governance is maintained via:

- Association Council: The formal decision-making body comprising delegated representatives from member municipalities, with weighted votes.
- Mobility Advisory Group: Successor to the URBACT Local Group (ULG), this cross-sectoral forum will oversee monitoring, stakeholder coordination, and strategic alignment.

The IAP blends budgeted and low-cost actions which require **human resources** (municipal staff, volunteers, NGOs, transport operators), **physical spaces** (existing public spaces, municipal facilities, planned infrastructure) and **financial background** (estimated costs vary by action from €5,000 to €100,000/year). Funding sources include ERDF/ESF+ operational programmes in Hungary, European Urban Initiative for pilot scaling and innovation, and URBACT, Interreg CE/DR for soft or cross-border actions. Municipal co-financing and collaborative applications ensure sustainable funding and alignment with broader EU priorities.

Progress and monitoring will be tracked via action-specific output indicators (e.g. number of campaigns, infrastructure upgrades, event participation) to support transparency and accountability. **Risk management** is built on early identification, prevention, and mitigation of administrative, financial, technical, and behavioural risks. Flexible implementation, clear governance roles, strong community engagement, and diversified funding strategies are key tools to reduce the impact of unforeseen challenges.

1 Context, Needs, and Vision

1.1 Background: Beyond the Urban Network & Challenges

The **Beyond the Urban** network, approved in May 2023 by the European programme URBACT IV, brings together 10 European local authorities that collaborate with the **aim of improving urban-rural mobility** through the design and implementation of sustainable, accessible and integrated mobility Action Plans (IAPs), with a focus on intermodality, multi-level governance, inclusion, gender equality, and digital tools.

The **key urban challenge** to be addressed by Beyond the Urban is the increasing disconnection of rural areas from urban centres, and vice-versa, which is fostering an urban-rural divide in many European municipalities and regions, leading to social exclusion, economic disparities and environmental issues. This not only affects the quality of life of both urban and rural residents alike but also hinders economic growth and regional development. The Beyond the Urban network consists of **ten partner cities and regions**, led by Osona.

For two and a half years, from June 2023 to December 2025, these partners exchange experiences, learn from each other, develop their skills and activate comprehensive action plans to face their local challenges.

Whilst Beyond the Urban is made up of very distinctly different municipalities in very disparate geographies, we have discovered that there are **significant commonalities in terms of the themes and challenges** which need addressing:

- **Citizen journeys** encapsulated the daily commuting needs of the everyday citizen – those journeys which tend to be repetitive in nature, including work and school commutes, or regular trips to shops or healthcare facilities.
- Several municipalities struggle with transit traffic and congestion highlight the need for well-coordinated **intermodal transport** systems. As crucial transportation nodes, these regions necessitate effective integration between different modes of transport to streamline traffic flow and enhance overall efficiency.

- **Tourism** plays a pivotal role in shaping the mobility landscape. Municipalities need to balance the benefits of tourism, such as economic growth, employment opportunities, and rural revitalisation, with the challenges it poses to local transportation infrastructure and environmental sustainability.
- Some municipalities grapple with resistance to alternative transportation modes. Overcoming this aversion requires targeted awareness campaigns and initiatives to change the **culture and behaviour**, i.e. to educate the population about the benefits of sustainable mobility, emphasising factors such as reduced congestion, improved air quality, safety, and individual cost savings.

The **Szabolcs 05 Regional Development Association of Municipalities** (Szabolcs 05) joined the project because the region and especially its centre, the city of Mátészalka, faces significant challenges in connection with sustainable mobility. According to the Sustainable Urban Mobility Plan (SUMP) of the city and the current state of the art,

THE CORE PROBLEM IS HOW TO HANDLE AND MITIGATE IS CAR-DEPENDENCY.

Engaging in this project allows the city and its surroundings to refine and develop its local policies by integrating best practices and successful models from other European regions. The **knowledge exchange fostered by the URBACT Programme**, through thematic meetings, onsite study visits as well as expert seminars and webinars, provides invaluable insights into effective, evidence-based interventions tailored to address the partners' mobility challenges. This collaborative learning environment enables the city of Mátészalka to implement more targeted and efficient mobility initiatives, supporting a more flexible, sustainable and accelerated availability within both the city and its functional urban area.

1.2 General introduction of the Szabolcs 05 region

Szabolcs 05 is a voluntary development association situated in northeastern Hungary, within Szabolcs-Szatmár-Bereg county, encompassing six towns and 38 villages.

Among these, the city of Mátészalka, also known as the "City of Light," is the most prominent, housing 15,351 residents as of 2023. In total, Szabolcs 05 represents communities with a combined population of 87,636 (2023).

The Szabolcs 05's primary objectives include coordinating regional and urban development efforts across its member settlements, fostering local community initiatives, and addressing inequalities between urban and rural areas. Szabolcs 05 also oversees projects focused on economic growth, social challenges, environmental sustainability, and the preservation of cultural heritage. It further promotes cross-border cooperation with other regions and cities

within the European Union. As the leading organization in the area, its central mission is to drive sustainable regional development and harmonize development activities.

Similar to other rural regions in Hungary, Szabolcs-Szatmár-Bereg county is experiencing population decline due to aging and selective migration, with younger individuals moving to Budapest and other areas. This outmigration disproportionately affects smaller communities, which are shrinking at a faster rate compared to larger ones.

Mátészalka, the regional centre, plays a significant role as a local hub for jobs and serves as a key destination for commuters. **Municipalities are among the largest employers in the region, also housing vital educational and cultural facilities** such as libraries, primary schools, secondary schools, swimming pools, museums, and various social and healthcare institutions. Although the region is largely rural, it is home to several **Hungarian and international companies**, including Zeiss, FrieslandCampina, Flabeg, and Hoya. Key industries **include fruit cultivation, agriculture, manufacturing, and optomechatronics**.

Szabolcs 05 enhances economies of scale by offering a platform for municipalities to collaborate and share resources and services. This collaborative effort mitigates some of the adverse effects of population decline, particularly when communities drop below the critical thresholds necessary to sustain schools, kindergartens, social services, or essential municipal personnel. Through the association, municipalities share resources to maintain infrastructure, such as using shared minibuses to transport children to school or employing common municipal staff.

Szabolcs-Szatmár-Bereg county remains one of Hungary's most disadvantaged regions, facing a host of economic and social challenges. These include low wages, relative poverty, an aging population, underutilized or abandoned public spaces, and segregated areas inhabited by vulnerable social groups, such as slums. These issues disproportionately impact women. Additionally, despite its proximity to Ukraine, the region has received relatively few Ukrainian refugees, possibly as a result of these challenges.

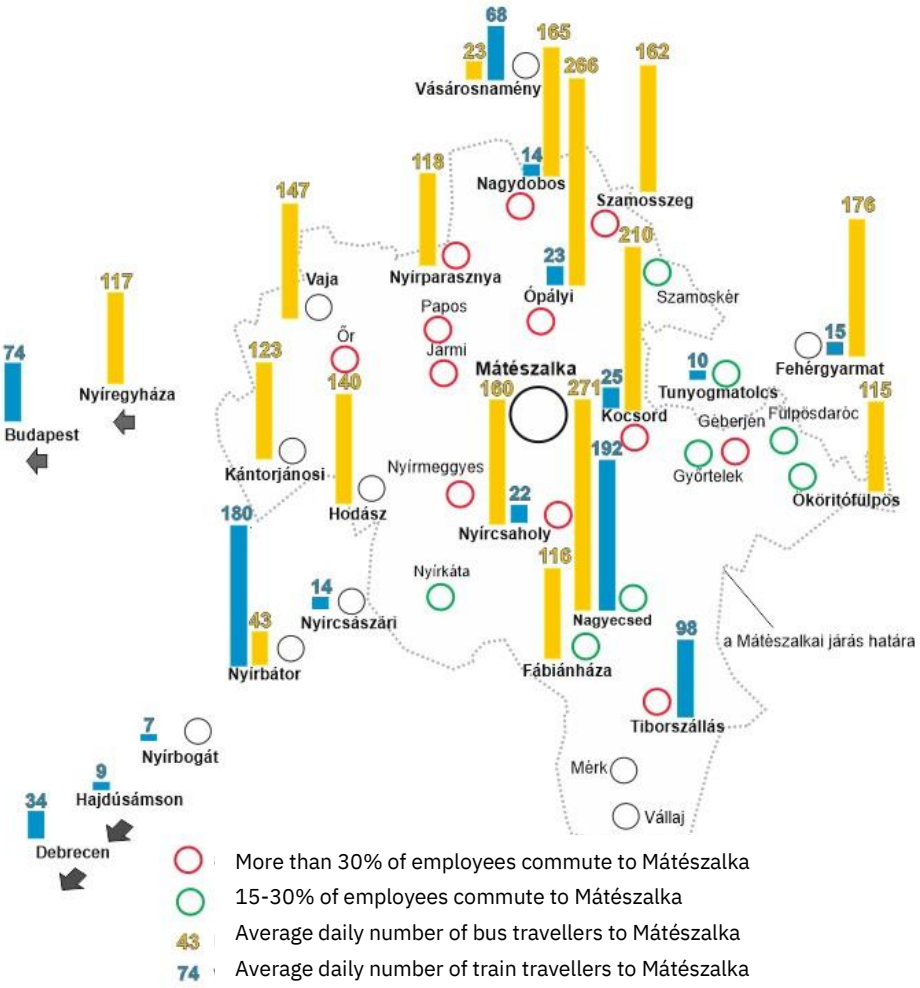
1.3 Local Context, Needs Analysis and Problem Definition

In order to identify the **local challenges in urban-rural mobility**, we built on more reliable and useful **sources of information**:

- on the one hand, the **strategic documents of the region** (e.g. SUMP, IUDS, county-level strategy) provide well-founded inputs, and,
- on the other hand, the recent and local **knowledge and experiences of the ULG members** are at least as important.

The Szabolcs 05 region is next to the Ukrainian and Romanian border, which creates a high volume of international transit due to the Mediterranean TEN-T corridor (M3 motorway) and other highways. Many challenges occur in our area and the centre of the region, the city of Mátészalka:

- **Mátészalka is an educational and economic centre**; its services are decisive for more than 120,000 people. Several schools and large companies are located here, which reflects in the high number of daily commuters. This overloads the city's main transport routes, but transit traffic is the biggest problem: **the main road with extremely high traffic volume cuts the city in two**.
- According to a survey, **70% of the respondents use car for going to work and school**, while the more sustainable means of transport are underrepresented (walking 15%, bicycle 13%). Number of cars owned by the inhabitants has also been growing.
- **Geomorphology offers optimal circumstances for bicycle and pedestrian traffic**. Despite the efforts of the municipalities, some districts are difficult to reach on foot or by bicycle (inadequate pedestrian surfaces, rare possibility of crossing, lack of barrier-free solutions and bicycle racks).
- A special problem regarding urban functions that **some districts and public places are habitually abandoned or underused** (mainly from Saturday afternoon to Monday morning), which deteriorates the cityscape, social cohesion, and local identity, too.
- In our region, **public transport plays a minor role in mobility within settlements**; however, commuters mainly use buses or trains when travelling to and from Mátészalka.



The area has **good traffic connection with the urban centres of the wider region**: Debrecen (200,000 inhabitants, 75 km), Nyíregyháza (115,000 inhabitants, 60 km) and Nyírbátor (12,000 inhabitants, 20 km) – most of the commuters from Mátészalka (approx. 1,500 people) have workplace in these economic centres. At the same time, Mátészalka attracts lot of commuters

from its rural catchment area: more than 7,000 people come to the city every day to work or study from the near settlements. The map above shows the settlements with **high ratio (15% and 30%) of employees commuting to Mátészalka** (**by bus** and **by train**), which highlights the strong connection within this urban-rural region.

According to the SUMP and the ULG members' experiences, the region's **traffic has undergone a major transformation** over the last decade, e.g. building cycle paths, reducing accident-prone transit traffic, strengthening intermodality or improving access to public services and workplaces. It gives the opportunity to reimagine the city and its neighbouring rural area, including the entire transportation system: shaping the road network to meet changed needs, building new roundabouts, reducing the speed in residential areas – a new network that serves the comfort and safety of the region's inhabitants.

Many residents in the Szabolcs 05 region think that Mátészalka is a 'car city', but this impression should not be accepted. People can also get around by car, but recently, the city is becoming more and more bicycle and pedestrian friendly. The reconstruction of a street in the downtown was the first step in this direction: the city needs areas where people can walk and bike freely and safely.

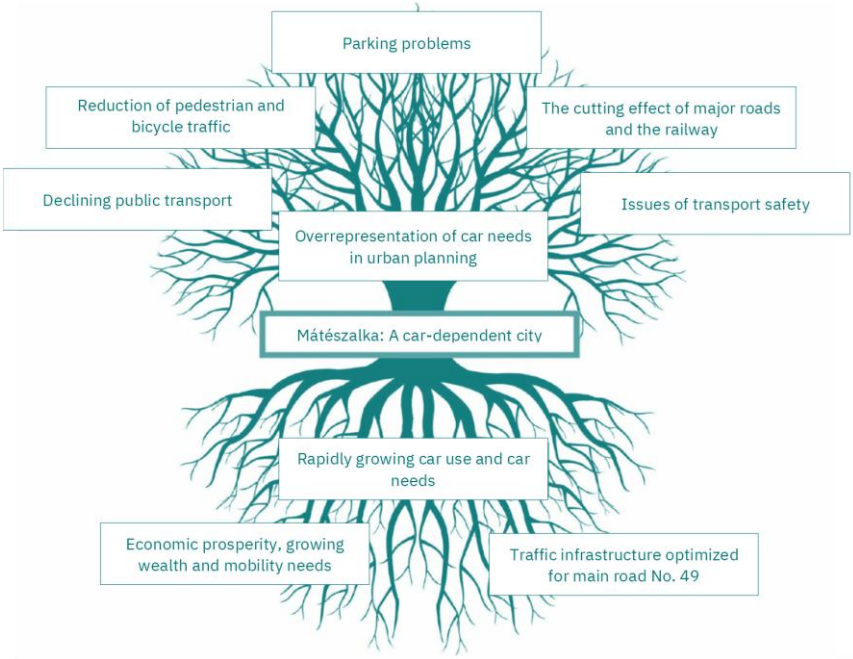
According to the SUMP, Mátészalka's current railway connections are not competitive, and the **railway has a more disruptive than beneficial impact on the city, due to its separating effect**. The city is losing its former role as a railway hub as the lines continue to deteriorate, which has a negative impact on transport throughout our urban-rural region. However, there is a demand for improving the Nyírbátor-Debrecen route, and possibly the Nyíregyháza connection as well. **Intercity buses play a crucial role** in local and regional transport. The free local bus services effectively meet the needs for accessing schools and key urban services.

The **bicycle transport network is undergoing rapid development** for the expansion of the entire network, with infrastructure extending to all neighbouring settlements. Despite the long-standing cycling tradition and its high current usage, there remains a need to improve access to residential areas and high-traffic destinations. Additionally, cyclist safety must be enhanced, particularly through improvements to road and railway crossings, both in quality and quantity.

Pedestrian infrastructure in the region is also **well-developed**, but some settlements or residential areas are characterised by a **poor pavement network**. Mátészalka as the centre of the region has already opened its first pedestrian street. The next step is to integrate existing traffic-calmed areas into a cohesive network, to increase the number of road and railway crossings and to upgrade their quality.

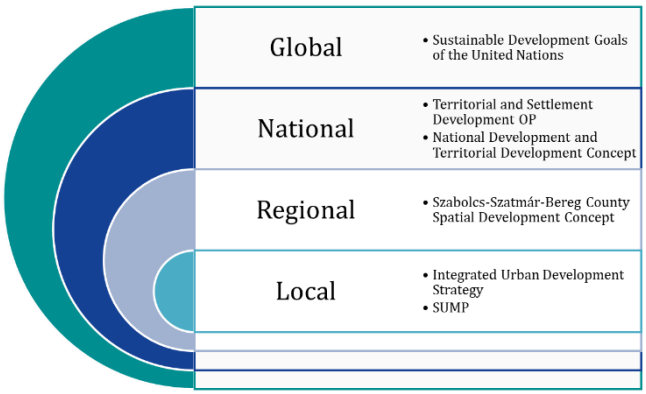
Mátészalka's growing prosperity has led to increased demand for cars – causing several challenges. The **current road network**, particularly at junctions, and the condition of road surfaces, **is no longer sufficient**. The transit transport, especially on the section of main road No. 49, along with parking and loading issues in central districts, highlight the strain caused by rising motorization. The solution lies in moving away from car-centric planning, as car demand cannot and should not be fully accommodated – not only in Mátészalka but in the whole region as well.

Traffic safety in the Szabolcs 05 region is a significant issue. **Many existing safety concerns remain unresolved**, even with the reduced traffic brought by the construction of the M49 motorway. Additionally, new traffic-related problems are expected to arise in the future.



1.4 Strategic Linkages

The strategic framework of the IAP is shaped by a range of policy documents across multiple governance levels, including local, national, and global strategies.



Development policy in our territory is based on the so-called **Integrated Urban Development Strategy** (IUDS) of the city of Mátészalka, which is the centre of the SZRDA region.

IUDS designates the development goals to be achieved as well as interventions and projects to be implemented in the coming years. The IUDS includes a thematic and a horizontal objective connected to the project topic:

T2 Improvement of human infrastructure – serving the residents' needs
T3 Maintenance and development of the landscape and built environment – liveable & sustainable city,
H Resilience - strengthening the city's flexible resistance and renewable capacity

Mátészalka's **SUMP** is a 30-year urban and suburban transport development strategy, with the main goal that every city resident has the opportunity to choose between transport alternatives, but it also contains a short-term action plan. We formulated 4 strategic goals in the SUMP:

- Improved accessibility, strengthening city-region relations (improving connectivity to national networks, building missing connections),
- Sustainable choices (urban walkway network and people-oriented downtown, bicycle-friendly developments, environmentally friendly transport services),
- Calm, liveable living environment (traffic calming in residential neighbourhoods),
- Safe transportation (traffic calming programs, awareness raising programs).

24 project proposals serve to achieve the goals (e.g. introducing new forms of bicycle use, creating a measurement system for traffic habits to follow its change, creating safe crossings on railways and highways). The framework for the implementation of these projects has been, and still is, provided by the **Territorial and Settlement Development Operational Programme of Hungary** co-financed by the ERDF & ESF+, and several projects are being prepared or executed.

At regional level, the **Szabolcs-Szatmár-Bereg County Spatial Development Concept** is the decisive strategic document. As Mátészalka is one of the three so-called decentres of the county, the related objective is *"Functional expansion and coordinated development of county economic decentres"*.

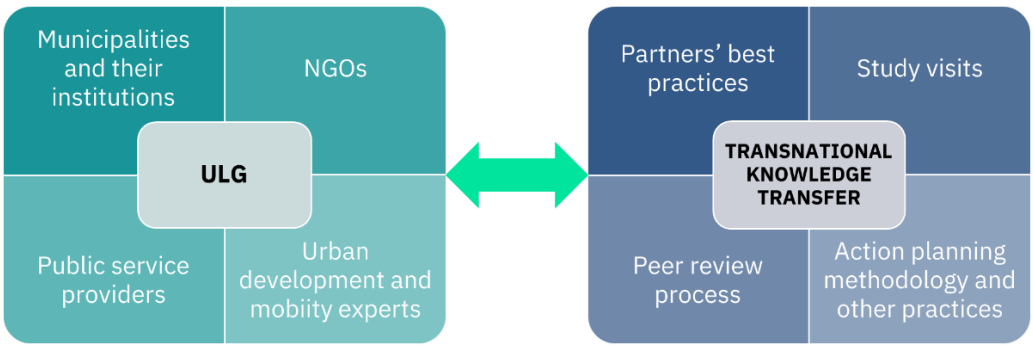
The **National Development and Territorial Development Concept** defines the vision and goals of Hungary until 2030. According to this document, special attention should also be paid to the development of rural centres in order to create a cohesive urban network: *"Territorial differences within the country stop growing as the economy is renewed, accessibility and transportation connections improve, and effective, targeted territorial interventions are made. A network of competitively developing territories and cities reconnect the territories lagging behind with the country's 'blood-flow'."*

From the **Sustainable Development Goals** (SDGs) of the United Nations, the following includes the sustainable transport: 11 Make cities and human settlements inclusive, safe, resilient and sustainable. The relevant target is *"11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons"*.

1.5 Action planning process & structure of the IAP

The Integrated Action Plan has been created as a result of a process based on two pillars:

- **NETWORK LEVEL: the transnational partnership and change of experiences provided lots of inspiration and information**, we used the partners' best practices such as
    - organizing on-demand transport (Bram, Kocani, Osona, Tartu, Treviso),
    - encouraging intermodality (Bucharest-Ilfov, Tartu);
- **LOCAL LEVEL: URBACT Local Group (ULG) members contributed to the process with a number of thoughts and ideas** about
    - the main mobility challenges in the Szabolcs 05 region,
    - the focus and activities of the pilot actions,
    - the objectives and potential interventions of the IAP.

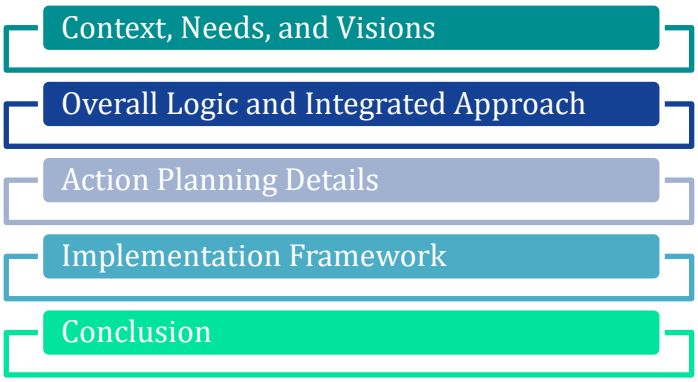


The Szabolcs 05 Regional Development Association of Municipalities involved in the ULG **all local and regional stakeholders that can influence or can be affected by the project**:

- *Chief consultant of the Szabolcs 05 president* to coordinate the partnership at regional level,
- *Financial & administrative managers* of the project to ensure the smooth execution,
- Different *departments of City of Mátészalka* to strengthen intersectoral collaboration:
  - Technical and Transport Department
  - Urban Development Department
  - Public Space Supervision Department (mainly urban planning, urban development, project management office etc.),
- *Public transportation providers* to be able to achieve better modal split in the region,
- *Local department of state police* to represent traffic safety aspects,
- *Association for public security* (volunteers) at local level for public security & cohesion,
- *Authorities for public spaces* to enhance the attractiveness & vividness of the settlements,
- *Educational, social and health care institutions* to achieve & engage the inhabitants,
- *Urban development experts* to embody recent mobility and urbanism trends.

During the project, 8 ULG meetings were organised where the stakeholders got to know the results of the project so far, the experience derived from the transnational partnership and discussed the local tasks and issues related to sustainable urban mobility. They made valuable contributions to the planning process by validating the hypothesis and making suggestions.

Moreover, we used the **SUMP of Mátészalka** as an indispensable input. It is a comprehensive strategy spanning 30 years, designed to enhance urban and suburban transportation. The primary objective is to provide every city resident with varied transport alternatives. All of this information were used for planning and implementing the **pilot actions** as well as for elaborating the IAP, which consists of the following main chapters.



1.6 Integration and Testing Actions

1.6.1 Testing Actions: "Sustainable mobility FOR the children and WITH the children"

The Szabolcs 05 Regional Development Association of Municipalities and in close cooperation with the ULG members identified the pilot actions based on the following inputs.

It had to be decided whether the pilot actions should influence pull factors encouraging a positive change of behaviour or push factors discouraging less desired attitudes.

The implemented **awareness raising activities**, involving the local inhabitants, unequivocally guide towards improved behaviour patterns – **following a pull-oriented approach**. We are convinced that the largest and long-term effects can be achieved through the young generations, which is why we focused on schools and children between 10-18 years in the pilot action.

The multi-component pilot action **"Sustainable mobility FOR the children and WITH the children"** was about testing and organising an awareness raising event and elaborating an easy-to-use training material for educational institutions. This pilot project aimed to change mobility habits of the inhabitants through young generations.

1) Awareness raising event about sustainable mobility

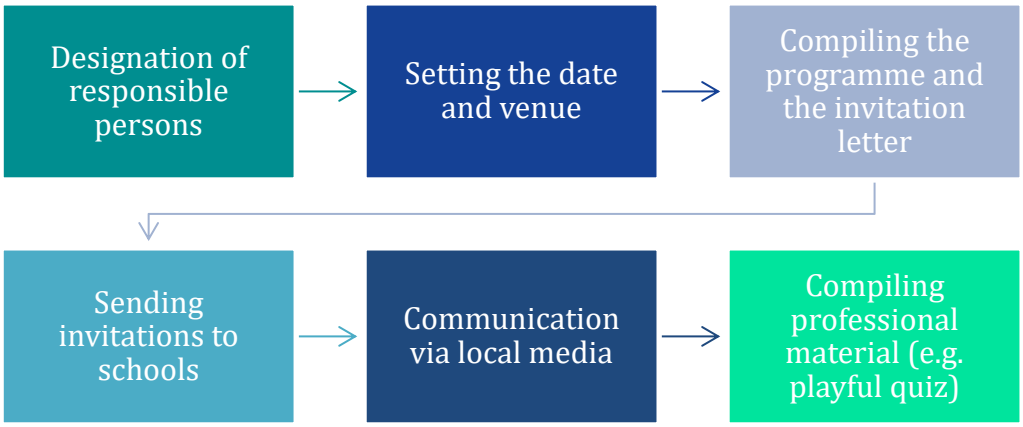
18 September 2024

2) Testing the developed training material in educational institution

21 October 2024

1.6.1.1 Bike & Breakfast: Promoting low-carbon transport modes

The optimal date of the **awareness raising event** is one day during the EU Mobility Week (16-22/09/2024). Before that period, the following tasks had to be done.



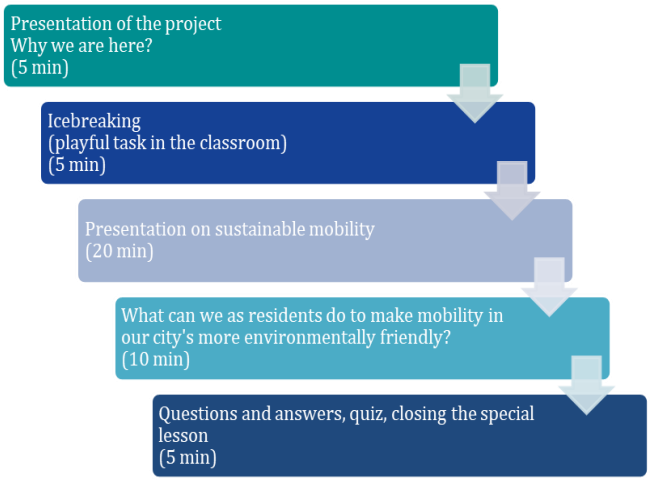
The event organized on the 18th September 2024 in one of the city's popular recreational space (Gólyakerti Lake) included three main elements:

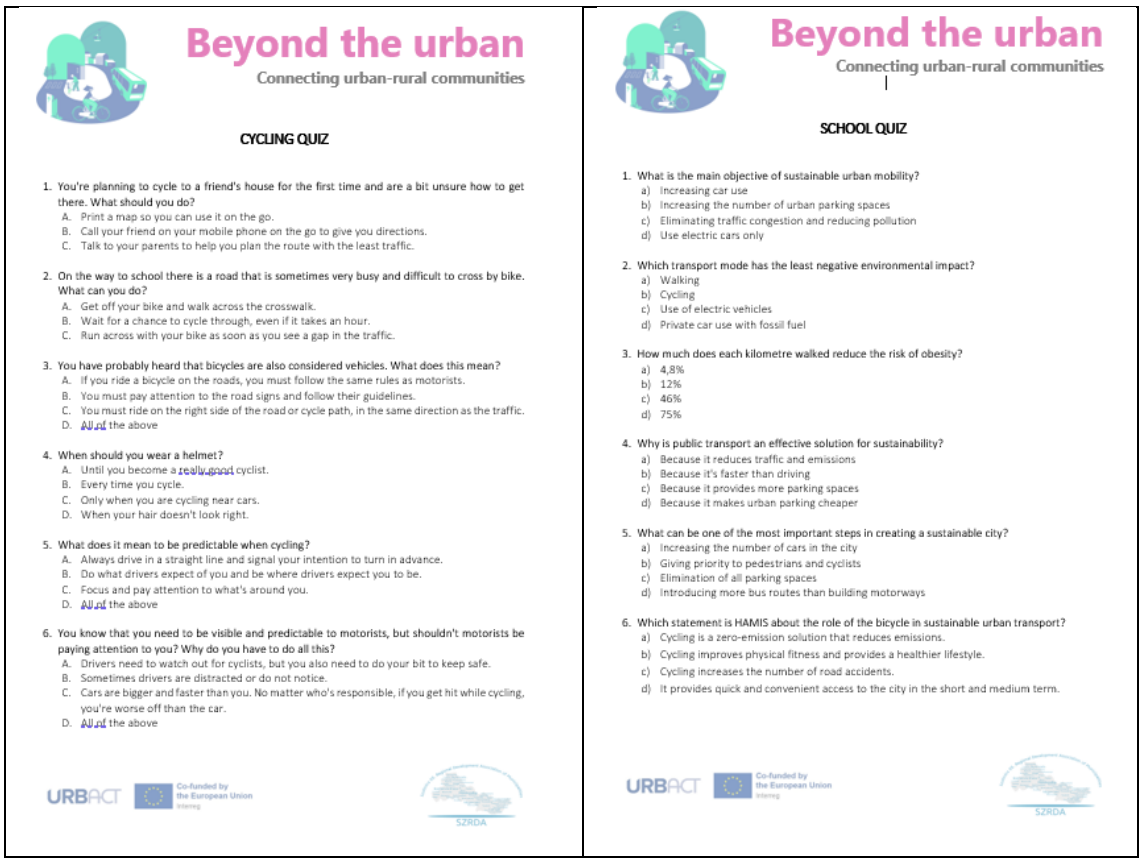
- dr. Péter Hanusi Mayor presented Mátészalka's sustainable transport developments,
- with the involvement of local businesses, the city joined the so-called for the "Bike&Breakfast" movement,
- and as a supplement to all of this, a short playful quiz about sustainable mobility was also completed by the participants.

1.6.1.2 Testing the Training Material for Educational Purposes

In connection with the **training material for the educational institutions**, the following steps had to be accomplished.

It was tested in 2 classes in the Esze Tamás High School of Mátészalka schools based on the following agenda. **Results of the quizzes** show that the children are generally aware of the benefits of sustainable transport (the percentage of correct answers is above 80%), nevertheless, many of them still drive between home and school. Only a few of them use bicycles, while public transport is preferred by children who commute from neighbouring settlements. The results of the cycling quiz show that further awareness-raising on safe transport is needed.





Beyond the urban

Connecting urban-rural communities

CYCLING QUIZ

1. You're planning to cycle to a friend's house for the first time and are a bit unsure how to get there. What should you do?
   A. Print a map so you can use it on the go.
   B. Call your friend on your mobile phone on the go to give you directions.
   C. Talk to your parents to help you plan the route with the least traffic.

2. On the way to school there is a road that is sometimes very busy and difficult to cross by bike. What can you do?
   A. Get off your bike and walk across the crosswalk.
   B. Wait for a chance to cycle through, even if it takes an hour.
   C. Run across with your bike as soon as you see a gap in the traffic.

3. You have probably heard that bicycles are also considered vehicles. What does this mean?
   A. If you ride a bicycle on the roads, you must follow the same rules as motorists.
   B. You must pay attention to the road signs and follow their guidelines.
   C. You must ride on the right side of the road or cycle path, in the same direction as the traffic.
   D. All of the above

4. When should you wear a helmet?
   A. Until you become a really great cyclist.
   B. Every time you cycle.
   C. Only when you are cycling near cars.
   D. When your hair doesn't look right.

5. What does it mean to be predictable when cycling?
   A. Always drive in a straight line and signal your intention to turn in advance.
   B. Do what drivers expect of you and be where drivers expect you to be.
   C. Focus and pay attention to what's around you.
   D. All of the above

6. You know that you need to be visible and predictable to motorists, but shouldn't motorists be paying attention to you? Why do you have to do all this?
   A. Drivers need to watch out for cyclists, but you also need to do your bit to keep safe.
   B. Sometimes drivers are distracted or do not notice.
   C. Cars are bigger and faster than you. No matter who's responsible, if you get hit while cycling, you're worse off than the car.
   D. All of the above

URBACT Co-funded by the European Union Interreg

SZRDA

Beyond the urban

Connecting urban-rural communities

SCHOOL QUIZ

1. What is the main objective of sustainable urban mobility?
   a) Increasing car use
   b) Increasing the number of urban parking spaces
   c) Eliminating traffic congestion and reducing pollution
   d) Use electric cars only

2. Which transport mode has the least negative environmental impact?
   a) Walking
   b) Cycling
   c) Use of electric vehicles
   d) Private car use with fossil fuel

3. How much does each kilometre walked reduce the risk of obesity?
   a) 4,8%
   b) 12%
   c) 46%
   d) 75%

4. Why is public transport an effective solution for sustainability?
   a) Because it reduces traffic and emissions
   b) Because it's faster than driving
   c) Because it provides more parking spaces
   d) Because it makes urban parking cheaper

5. What can be one of the most important steps in creating a sustainable city?
   a) Increasing the number of cars in the city
   b) Giving priority to pedestrians and cyclists
   c) Elimination of all parking spaces
   d) Introducing more bus routes than building motorways

6. Which statement is HAMIS about the role of the bicycle in sustainable urban transport?
   a) Cycling is a zero-emission solution that reduces emissions.
   b) Cycling improves physical fitness and provides a healthier lifestyle.
   c) Cycling increases the number of road accidents.
   d) It provides quick and convenient access to the city in the short and medium term.

URBACT Co-funded by the European Union Interreg

SZRDA

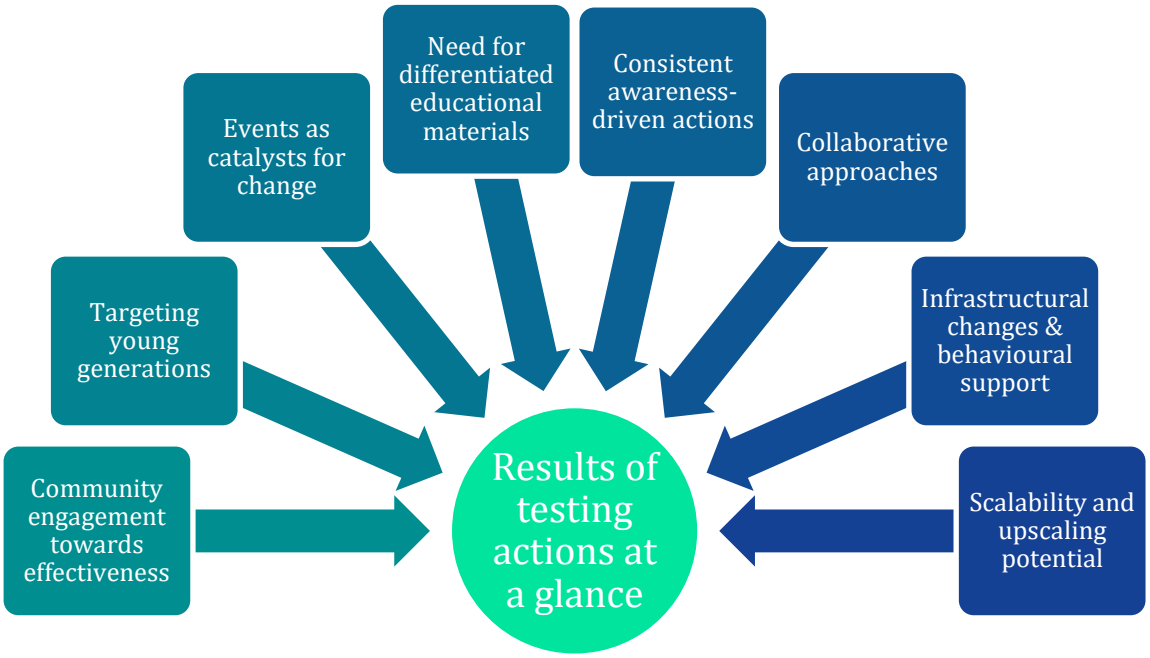
1.6.1.3 Results and Lessons Learned from the Pilot Actions

The **aim of the cycling awareness-raising event**, **the training material and the special lessons** is to encourage the population to prefer sustainable forms of transport over car use in line with the Sustainable Urban Mobility Plan of Mátészalka. We focused specifically, but not exclusively, on young people to maximise the impact by involving future.

The “Sustainable Mobility FOR the Children and WITH the Children” initiative, provided critical insights into implementing sustainable transport strategies and highlighted the importance of involving the community. These **lessons learned** significantly inform the IAP and its proposed actions.

1. **Community engagement enhances effectiveness:** The awareness-raising activities targeted children and schools, engaging specific community groups to foster behaviour change and embedding public awareness campaigns into broader community events to maximize reach and impact.
2. **Targeting young generations is strategic:** The actions targeted children, incorporating early education to shape long-term mobility habits. Inclusion of school-specific programs is critical for instilling sustainable transport behaviours in future generations. For quizzes, it is advisable to differentiate the complexity of the questions according to the age of the target groups.
3. **Events as catalysts for change:** Organizing awareness activities around larger community events, such as the European Mobility Week, Day of the City or Days of Light, proved to be effective in engaging a wider audience. Event-driven actions, such as "Car-Free Days" or public space revitalization events can encourage broad participation and demonstrate the benefits of sustainable mobility.
4. **Need for differentiated educational materials:** Feedback from the quizzes revealed that educational materials must cater to different age groups and learning levels. This insight underscores the need for tailoring training materials and programs to the diverse demographic groups within the region, ensuring inclusivity and effectiveness.
5. **Awareness-driven actions require consistency:** While the pilot actions had immediate impact, sustaining awareness requires regular, recurring efforts. This reinforces the focus on maintaining ongoing public campaigns and community-driven events to build momentum and normalize sustainable mobility practices.
6. **Collaborative approaches yield stronger results:** The involvement of local businesses, schools, and public authorities in the pilot actions demonstrated that multi-stakeholder collaboration increases the effectiveness of interventions. Strengthening regional partnerships in transport planning aligns well with this lesson.
7. **Infrastructural changes require behavioural support:** Although the pilot actions emphasized soft measures, the results highlighted the need for these measures to complement infrastructural improvements.
8. **Scalability and upscaling potential:** The pilot actions revealed the importance of designing interventions that can be scaled across the region to replicate the successes of localized pilots at a larger scale. Therefore, they have also been integrated into the specific future actions presented in Section 3 – mainly under the intervention area 1 (Sustainable mobility promotion and awareness) and intervention area 2 (Improved transport safety).

Experiences from the pilot actions were channelled into the Integrated Action Plan and can used during the revision of Sustainable Urban Mobility Plan of Mátészalka as well.



1.6.2 Level of Integration

The Szabolcs 05 Association has shown **a high level of integration across multiple domains** in the Beyond the Urban project. This particularly includes a balance between hard and soft investments, strong territorial cohesion and multi-level governance collaboration. The association actively engages a wide range of stakeholders, fostering inclusive and participatory development processes, while continuously seeking ways to refine and optimize its approach.

During the project implementation, a few **areas for potential improvement in the level of integration** have been identified. On the one hand, there is a focus on refining strategic and operational goals to better serve local needs, ensuring that project implementations align with both short-term objectives and long-term regional visions. On the other hand, improved coordination with higher-level and national institutions could enhance the availability of additional resources, insights and support for local actions.

Integration aspect	Description of the risks
Hard/soft investments	The Szabolcs 05 Association utilizes both hard (infrastructure-based) and soft (policy-oriented) investments. This includes engaging with the European Regional Development Fund to support investments that cover urban-rural linkages and infrastructure (e.g. bicycle routes), emphasizing the need to balance physical improvements with institutional and policy-driven actions.
Territorial integration	There is a strong emphasis on territorial integration, aimed at linking urban and rural areas by promoting collaboration between municipalities within the Szabolcs 05 Association. This approach seeks to bridge gaps and foster cohesive regional development.
Vertical Integration	Vertical integration is focused on connecting different levels of governance, including local, regional and national authorities. This approach allows for streamlined decision-making and coordination across various administrative levels, enhancing the efficacy of policies and actions.

Integration aspect	Description of the risks
Horizontal integration	It aims to unify policies across different sectors and domains, ensuring that various policy areas are aligned and mutually reinforcing. This aspect seeks to prevent isolated policy actions by fostering collaboration among stakeholders from various sectors. Substantial progress has been made in harmonising sectoral policies to achieve consistent outcomes, with most targets being met.
Policy sector integration	Integration across policy sectors is prioritized to ensure that various policy areas – social, economic and environmental – are addressed in a coordinated way, benefiting the regional development agenda. Considerable efforts have been implied in integrating different policy sectors, promoting comprehensive urban-rural development.
Stakeholder involvement	The Szabolcs 05 Association places substantial importance on stakeholder engagement, as evidenced by structured involvement in planning, strategy development and implementation stages. Stakeholders include municipal leaders, regional authorities and community representatives who contribute diverse perspectives and localized insights. This involvement ensures that the project reflects the needs of the community and leverages regional expertise for strategic alignment.

1.7 Vision Statement

Taking into account the regional characteristics and mobility challenges, as well as the strategic framework and the results of the pilot actions, the ULG members defined the following vision statement: The Szabolcs 05 region envisions a future of sustainable, inclusive, and connected mobility, where

all communities – urban and rural – are seamlessly integrated through accessible, environmentally friendly, and efficient transport systems.

By prioritizing sustainable transport, enhancing regional connectivity, and fostering vibrant public spaces, the region aims to improve quality of life, strengthen economic ties, and create a resilient and cohesive network of settlements that support the well-being of all residents.

2 Overall Logic and Integrated Approach

2.1 Strategic Objectives

Achieving a well-defined series of strategic objectives is essential to turning the overall vision into reality.

SO1 Increase the share of sustainable transport modes	• Shift the region's modal split to favour walking, cycling, and public transportation over car use.
SO2 Reduce traffic congestion and air pollution	• Minimize congestion and improve air quality by reducing motorized traffic, particularly in the city and village centre
SO3 Improve accessibility and inclusivity of transport	• Ensure that all residents, including vulnerable groups, have access to affordable, reliable, and inclusive transportation options
SO4 Enhance road safety and reduce accidents	• Create a safer transportation environment, reducing the number of traffic-related accidents and fatalities, especially for pedestrians and cyclists
SO5 Enhance liveability of public spaces	• Transform underutilized public spaces into vibrant, pedestrian-friendly areas that promote social interaction and local identity
SO6 Strengthen regional connectivity and economic integration	• Strengthen Mátészalka's role as a regional hub by improving transport connectivity within the region

SO1 Increase the share of sustainable transport modes: Szabolcs 05 aims to shift the transportation dynamics within Mátészalka and its region by encouraging a greater reliance on sustainable modes of transport, including walking, cycling, and public transit. By promoting these options, the association seeks to reduce the city's car dependency, thereby addressing issues such as congestion, pollution, and excessive land use for parking. This objective envisions a cultural shift towards a more eco-conscious and active lifestyle, supported by infrastructure enhancements, public awareness campaigns, and incentives that make sustainable transport more accessible and attractive to residents.

SO2 Reduce traffic congestion and air pollution: One of the core challenges Mátészalka faces is the heavy reliance on motor vehicles, which exacerbates congestion and air quality issues, especially in densely populated areas. To tackle this, Szabolcs 05 is focused on strategies that limit car traffic in central areas while promoting alternative transport modes. Measures include improved traffic management, development of pedestrian-friendly zones, and the introduction of low-emission transport solutions. The goal is to create a healthier urban environment by decreasing pollution levels and improving the overall quality of life for residents.

SO3 Improve accessibility and inclusivity of transport: Ensuring that all residents, particularly vulnerable groups such as the elderly, disabled and low-income individuals, have access to reliable and affordable transport options is crucial for the region. This objective emphasizes creating an inclusive mobility system that addresses the diverse needs of the population. Through investments in accessible infrastructure and specialized services, the association

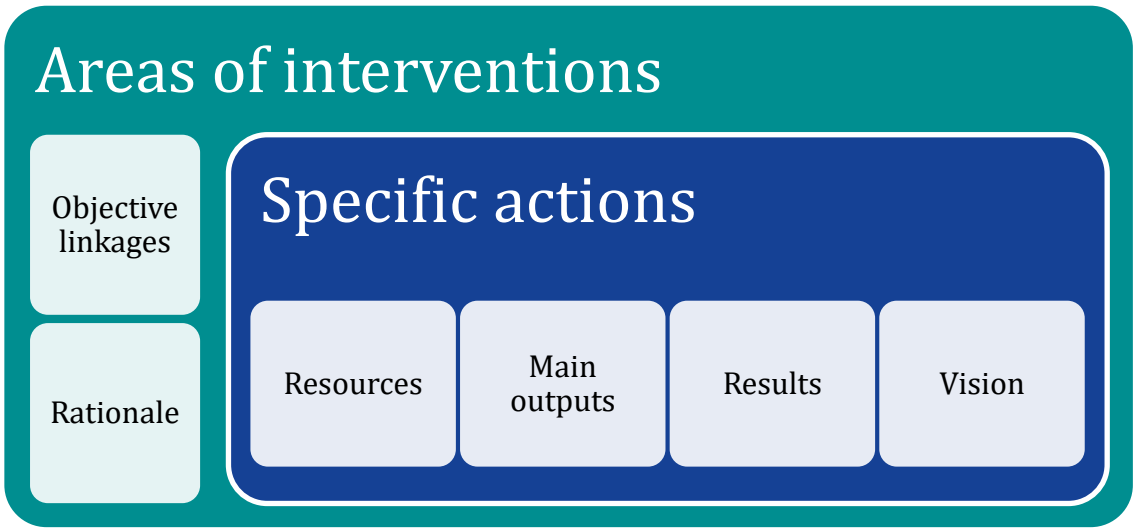
aims to foster social equity and enable all community members to participate fully in urban-rural life.

SO4 Enhance road safety and reduce accidents: Road safety is a priority, with a particular focus on reducing accidents involving pedestrians and cyclists. Szabolcs 05 intends to implement various safety improvements, such as traffic calming measures, better road signage, and dedicated cycling infrastructure. Public education campaigns will complement these infrastructural upgrades, promoting safe travel behaviours. The objective is to cultivate a safe transportation environment that encourages walking and cycling by making streets less hazardous for non-motorized users.

SO5 Enhance liveability of public spaces: By transforming underutilized areas into vibrant public spaces, the aim is to create a more welcoming and liveable city environment. This objective supports the development of pedestrian-friendly areas that not only reduce traffic but also serve as social hubs where residents can gather, interact, and build community. Enhancing public spaces is seen as a way to bolster local identity, improve social cohesion, and make Mátészalka a more attractive place to live and visit.

SO6 Strengthen regional connectivity and economic integration: Recognizing Mátészalka's role as a regional hub, this objective seeks to improve connections within the broader Szabolcs 05 area and neighbouring regions. Enhanced regional connectivity will facilitate economic integration, allowing for more efficient movement of people and goods, which in turn supports local economic growth. By coordinating with nearby municipalities and developing shared transportation initiatives, Szabolcs 05 aims to foster a more interconnected and resilient regional economy, making Mátészalka a key node in the local and national transport network.

To achieve the overall vision and these higher-level objectives, **5 intervention areas and 15 potential actions** have been defined with the local stakeholders. The following tables do not only list the intervention areas and actions but create the logical framework of the IAP justifying the **advanced level of integration, cohesion and consistency of each action**.



2.2 Areas of Intervention

Intervention area	Objective linkage	Rationale	Actions
1. Sustainable mobility promotion and awareness	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO3 Improve accessibility and inclusivity of transport SO5 Enhance liveability of public spaces	Encouraging a cultural shift towards sustainable transport requires not only infrastructure but also educational and promotional campaigns. Raising awareness and fostering behaviour change can significantly increase the use of walking, cycling, and public transport.	1.1 Public awareness campaigns 1.2 "Car-Free Days" and "Bike-to-Work" initiatives 1.3 Sustainable mobility school programs 1.4 Mobility incentives system
2. Improved transport safety	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO4 Enhance road safety and reduce accidents	To encourage more walking and cycling, the city needs to ensure that its roads are safe for all users. Reducing accidents and fatalities, particularly for pedestrians and cyclists, is critical to making sustainable transport modes more attractive. In addition, improving road safety doesn't always require physical changes; education, community involvement, and awareness campaigns can reduce accidents and make streets safer for pedestrians and cyclists.	2.1 Traffic safety campaign 2.2 "Safe Routes to School" program 2.3 Traffic safety infrastructure development
3. Public space activation	SO1 Increase the share of sustainable transport modes SO3 Improve accessibility and inclusivity of transport SO5 Enhance liveability of public spaces	Transforming underused public spaces into pedestrian-friendly and lively areas will enhance the quality of life for residents. It can be achieved through programming and events, without the need for large-scale infrastructural projects. Vibrant public spaces encourage social interaction, promote walking, and improve the overall urban environment.	3.1 Pop-up revitalization 3.2 Community beautification days 3.3 Regular events in public spaces
4. Social inclusion in transport access	SO1 Increase the share of sustainable transport modes SO3 Improve accessibility and inclusivity of transport	Ensuring that all residents, especially vulnerable groups, have equal access to transport options is crucial. Soft measures focusing on inclusivity and education can bridge gaps in accessibility without extensive infrastructural changes.	4.1 Training for public transport operators on inclusivity 4.2 Campaign and focus groups to engage sustainable mobility of vulnerable groups 4.3 Improve accessibility features
5. Regional cooperation and transport coordination	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO3 Improve accessibility and inclusivity of transport SO6 Strengthen regional connectivity and economic integration	Improving regional connectivity requires strong collaboration between local governments, transport providers, and regional stakeholders. Rather than focusing solely on physical infrastructure, cooperative planning can optimize existing services and foster economic integration.	5.1 Establish a regional transport coordination body 5.2 Joint development and implantation of regional mobility projects

2.3 Specific Actions

INTERVENTION AREA 1: SUSTAINABLE MOBILITY PROMOTION AND AWARENESS				
Action	**Resources**	**Main outputs**	**Results**	**Vision**
1.1 Public awareness campaigns The campaigns aim to promote the benefits of sustainable mobility, such as walking, cycling, and public transport, to reduce car usage – utilizing various media and community outreach to shift public behaviour towards more environmentally friendly transport choices.	Marketing materials Media partnerships Campaign designers €15,000 per year	3 public campaigns per year promoting sustainable transport	Increased awareness measured by surveys and participation in transport alternatives	Cultural shift towards sustainable mobility Reducing car dependence
1.2 "Car-Free Days" and "Bike-to-Work" initiatives The initiatives encourage people to leave their cars at home and either bike, walk, or use public transport for daily commutes. "Car-Free Days" involve closing streets to cars, while "Bike-to-Work" motivates commuters to cycle, providing incentives such as rewards and public recognition.	Public space closures Event organizers Local business partnerships Local government permissions €5,000 per year	2 car-free events per year 2 bike-to-work months per year 500 participants per year	Reduction in traffic during events, increased bike, pedestrian and public transport use measured by traffic measurements on event days and on the long term	Demonstrating the potential for a pedestrian-friendly urban environment
1.3 Sustainable mobility school programs This action involves incorporating sustainable transport education into school curricula. Through workshops and lessons, children learn about the importance of eco-friendly transport options, such as cycling and walking, fostering long-term behaviour change.	Educational materials Partnerships with schools Program trainers €25,000 per year	2 educational programs implemented in schools per year 200 children involved per year	Increased knowledge and engagement in sustainable transport among students measured by surveys on mobility habits in schools	Fostering future generations who prioritize sustainable mobility
1.4 Mobility incentives system A program that offers rewards to citizens who choose sustainable transport modes over car use. It may include discounts at local businesses or public recognition for individuals and companies that promote biking, walking, or public transport.	Mobility incentive coordinator Business partnerships for discounts Digital infrastructure for tracking (app) €15,000 for IT development €5,000 per year	1 incentive system rolled out region-wide 1,000 users of the app	Participation in rewards-based sustainable transport measured by program enrolment and tracked commutes	Encouraging behavioural change towards low-carbon mobility options

INTERVENTION AREA 2: IMPROVED TRANSPORT SAFETY				
Action	**Resources**	**Main outputs**	**Results**	**Vision**
2.1 Traffic safety campaign This initiative aims to raise awareness about traffic safety through educational programs, public messaging, and community involvement – highlighting the importance of safe driving practices, especially around pedestrians and cyclists, reducing accidents in the region.	Educational materials Media partnerships Collaboration with police and schools €7,500 per year	3 region-wide campaigns per year on traffic safety	Reduction in traffic accidents, particularly involving pedestrians and cyclists measured via accident reports	Ensuring safer transport for all road users
2.2 "Safe Routes to School" program This program identifies and improves key routes that students take to school, ensuring they are safe for walking and cycling. The children will also be trained to move safely.	School partnerships Local police involvement for safety monitoring €10,000 per year	4 routes mapped and improved each year 100 children trained on safe walking and cycling practices per year	Safer travel for children measured through accident rates on school routes and feedback from schools and parents	Making schools and the surrounding areas safer, encouraging walking and biking to school
2.3 Traffic safety infrastructure development The development and implementation of physical changes to traffic infrastructure to improve road safety.	Urban planners and developers Contractors Urban planning resources €100,000 per year	4 infrastructure improvements annually (e.g. install speed bumps and traffic-calming measures, enhance road signage and pedestrian crossings, create safe cycling routes, improve street lighting)	Reduction in accidents at high-risk junctions measured via data on accidents pre/post-improvement	Enhancing safety and accessibility through better infrastructure, fostering safer cycling and walking environments

INTERVENTION AREA 3: PUBLIC SPACE ACTIVATION				
Action	**Resources**	**Main outputs**	**Results**	**Vision**
3.1 Pop-up revitalization Using tactical urbanism methods, launching temporary pop-up interventions to test the community's response before investing in permanent infrastructure.	Temporary installations Event planners Collaboration with local artists, businesses, NGOs and other stakeholders €100,000 per year	1 underused space revitalized with temporary events per year (e.g. pop-up bike lane, temporary pedestrian zone, shared street experiments, open streets event, modular bus stop)	Increased public use of revitalized spaces measured by attendance and community feedback	Creating vibrant public spaces that encourage social interaction and community engagement
3.2 Community beautification days Community events focused on cleaning, painting, and enhancing public spaces along key walking and cycling routes — fostering a sense of ownership while making daily mobility paths more attractive, safe, and inviting.	Volunteers and partnership with local NGOs Materials, equipment, plants Coordinator from the public space maintainer €4,000 per year	4 beautification events per year 20 participants/event	Improved urban aesthetics and increased community pride measured by event participation and post-event surveys	Enhancing the liveability of public spaces and fostering local identity
3.3 Regular events in public spaces Regular social, cultural, and community events held in public spaces along key pedestrian or transit corridors to encourage active use and movement. Activities such as markets, performances, and local gatherings aim to increase foot traffic, support walkability, and strengthen social connections.	Event planners Partnerships with cultural and community organizations Local government permits €7,500 per year	6 cultural or community events in public spaces per year 100 participants/event	Increased community participation and revitalization of underused spaces measured by event turnout	Promoting public spaces as vibrant hubs of social interaction and culture

INTERVENTION AREA 2: SOCIAL INCLUSION IN TRANSPORT ACCESS				
Action	**Resources**	**Main outputs**	**Results**	**Vision**
4.1 Training for public transport operators on inclusivity The training equips public transport staff with skills to better serve all passengers, especially vulnerable groups such as women, people with disabilities, the elderly, and those with limited mobility.	Trainers Educational materials Partnerships with public transport services €15,000 per year	2 operator training programs implemented per year	Improved service quality and inclusivity in public transport, measured by user feedback surveys	Ensuring inclusive access to transport services for all residents
4.2 Campaign and focus groups to engage sustainable mobility of vulnerable groups This action focuses on understanding the transport needs of vulnerable groups (e.g., elderly, disabled, low-income residents, women) through focus groups and targeted campaigns.	Focus group facilitators Venues Collaboration with local NGOs €15,000 per year	1 campaign per year 2 focus group meetings per year with vulnerable population segments 10 participants/focus group	Increased understanding of transport barriers, informing future policies measured by feedback from focus group participants	Improving transport inclusivity and accessibility for vulnerable groups
4.3 Improving accessibility features Making public transport and infrastructure more accessible to people with disabilities or limited mobility.	Urban planners Accessibility consultants Contractors €75,000 per year	3 accessibility improvements (e.g., ramps, barrier-free zones, tactile paving) per year	Increased accessibility in public transport and urban infrastructure measured by user feedback and audits	Ensuring all residents, including people with disabilities, have access to transport and public spaces

INTERVENTION AREA 5: REGIONAL COOPERATION & TRANSPORT COORDINATION				
Action	**Resources**	**Main outputs**	**Results**	**Vision**
5.1 Establish a regional transport coordination body The regional body that coordinates transport planning and services across multiple municipalities will work to improve regional connectivity, optimize transport services, and ensure cohesive mobility strategies across the region.	Coordinators and facilitators Meeting spaces Stakeholder partnerships €5,000 per year	1 regional transport coordination body established 2 coordination meetings per year	Improved coordination and planning across municipalities, measured by joint transport initiatives	Strengthening regional transport networks and economic integration Streamlining schedules & improving interconnectivity Aligning transport strategies & ensure that Mátészalka remains a hub
5.2 Joint development and implantation of regional mobility projects Collaborative projects between cities and regions to develop shared transport solutions to increase the mobility resources coming to the region.	Collaboration among the Szabolcs 05 settlements Coordinators Urban planners and mobility experts €25,000 per year	2 joint regional mobility project proposals preparing per year	Increased regional connectivity, measured by commuter feedback and usage statistics	Enhancing regional economic integration through improved transport networks Advocating for increased state or EU funding

3 Action Planning Details

The third section of the Integrated Action Plan (IAP) translates the identified local priorities into a structured set of actions that can be realistically implemented within the Szabolcs 05 region. Each action has been carefully designed to address specific barriers faced by women and girls — especially those from Roma and socially disadvantaged backgrounds — while remaining feasible within existing institutional and financial capacities.

- **Structure and logic of the actions**

The actions are organised into **five thematic intervention areas**, reflecting the main pathways through which the region can promote gender equality and women's empowerment. Within each area, actions are sequenced to build on one another: early initiatives focus on awareness, prevention, and capacity building, while later ones introduce targeted support, coordination mechanisms, and system-level improvements.

The structure follows a **logical progression**:

- **Education and empowerment (Area 1)** creates the foundation by keeping Roma girls in school, engaging parents, and strengthening cooperation between schools and communities.
- **Employment and economic participation (Area 2)** builds on these achievements by connecting women to training, job placement, and entrepreneurship opportunities.
- **Health and family support (Area 3)** complements these areas through preventive and care-oriented actions that improve young mothers' well-being and access to services.
- **Governance and cooperation (Area 4)** ensures that these initiatives are institutionally supported and coordinated across municipalities.
- **Awareness and cultural change (Area 5)** works horizontally across all areas to challenge stereotypes and promote positive social norms.
- **Presentation of the actions**

Each action is presented through a **concise and comparable one-page format**, including:

- a short description summarising its aim and relevance,
- key activities and timeline,
- responsible partners and stakeholders,
- potential risks and mitigation measures, and
- links to the broader strategic objectives of the IAP.

This format ensures clarity and consistency, making the actions both easy to understand and ready for integration into operational planning or funding proposals.

Together, these 15 actions form a coherent roadmap — connecting educational, social, and community efforts into a single, region-wide framework for advancing gender equality and inclusion in Szabolcs 05.

The Integrated Action Plan is structured around five key areas of intervention, which reflect the main strategic priorities for improving rural-urban mobility in the Szabolcs 05 region. Within each area, specific **actions** are defined — these **are concrete, implementable steps that turn strategic objectives into measurable progress**. While areas of intervention describe *what* we aim to improve, actions detail *how* we plan to achieve those goals, including tasks, responsibilities, timing, funding, and expected results.

This chapter details the key conditions and steps of implementing actions. We introduce each action in a one-page table with the following content:

- **Description:** a short summary about the main content of the action.
- **Action owner:** as the Szabolcs 05 Regional Development Association of Municipalities is the main coordinating body in the region, it can take over the management of all actions.
- **Estimated costs:** the financial resources necessary for initiate the action and maintain it for one year. The potential founding resources are listed in Chapter 4.3; Szabolcs 05 will use the best mix of financial tools for each action according to their availability and the revised prioritization of actions.
- **Links to objectives:** listing the most relevant strategic objectives for the action.
- **Readiness:** based on the previous experiences, indicative feasibility and available resources, we indicate how timely and fast the ability to initiate the action is.
- **Risks:** we identify and assess potential risks associated with each action (Chapter 4 includes other details regarding the risk management).
- **Details of the activities:** steps that are necessary for preparing and implementing the actions with some operational information such as timing, deliverables and concerns.

TITLE OF THE ACTION		ACTION OWNER		RISKS
DESCRIPTION	STAKEHOLDERS	ESTIMATED COSTS		
		LINKS TO OBJECTIVES		
		READINESS		

Activity	Start date	End date	Deliverable	Problems/Concerns

Intervention area 1: Sustainable mobility promotion and awareness

1.1 PUBLIC AWARENESS CAMPAIGNS		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€15,000 per year	Low public engagement Resistance to behaviour change Ineffective messaging Funding shortfalls Stakeholder misalignment
The campaigns (3 per year) aim to promote the benefits of sustainable mobility, such as walking, cycling, and public transport, to reduce car usage – utilizing various media and community outreach to shift public behaviour towards more environmentally friendly transport choices.	44 municipalities of the region Educational institutions Local police station Public transport organisations NGOs	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO3 Improve accessibility and inclusivity of transport	
		READINESS	It can be started relatively quickly based on similar previous actions.	

Activity	Start date	End date	Deliverable	Problems/Concerns
1.1.1 Define campaign objectives, target audience, communication channels & key messages	01/2026	03/2026	Clear campaign goals and key messages Defined target groups and selected media platforms	Risk of vague or ineffective messaging Difficulty in reaching certain demographics
1.1.2 Develop marketing materials (brochures, posters, videos, social media content)	03/2026	05/2026	Designed and printed digital & physical promotional materials	High production costs; ensuring accessibility
1.1.3 Engage stakeholders & form partnerships	04/2026	06/2026	Agreements with key partners for campaign support	Stakeholder misalignment, lack of commitment
1.1.4 Launch first awareness campaign (public events, media outreach, social media promotion)	06/2026	06/2026	First campaign successfully executed	Low public engagement, resistance to behaviour change
1.1.5 Monitor and evaluate campaign impact (surveys, participation rates, social media analytics)	09/2026	10/2026	Report on campaign effectiveness with recommendations	Difficulty in measuring impact, need for adjustments
1.1.6 Adjust strategy & plan for future campaigns based on feedback	08/2026	09/2026	Updated campaign strategy for next round	Need for additional funding, adapting to feedback

1.2 "CAR-FREE DAYS" AND "BIKE-TO-WORK" INITIATIVES		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€5,000 per year	Reluctance to change commuting habits Opposition of drivers and businesses Weather dependency Safety concerns Coordinating road closures and alternative transport Short-term engagement
The initiatives encourage people to leave their cars at home and either bike, walk, or use public transport for daily commutes. "Car-Free Days" involve closing streets to cars, while "Bike-to-Work" motivates commuters to cycle, providing incentives such as rewards and public recognition. Long-term plans include 2 car-free events & 2 bike-to-work months annually.	44 municipalities of the region Educational institutions Local police station Businesses NGOs	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO3 Improve accessibility and inclusivity of transport SO5 Enhance liveability of public spaces	
		READINESS	This action has to start from scratch as there has been no progress so far.	

Activity	Start date	End date	Deliverable	Problems/Concerns
1.2.1 Planning and coordination with local authorities and stakeholders	01/2026	02/2026	Approved event plan, permissions secured	Resistance from businesses and residents, logistical challenges
1.2.2 Promotion and awareness campaign (social & local media, posters, public meetings)	02/2026	04/2026	Marketing materials, media coverage, public engagement	Low public interest, ineffective outreach
1.2.3 Infrastructure preparation (road closures, signage, bike parking, public transport adjustments)	04/2026	05/2026	Safe and well-marked event infrastructure	Traffic disruptions, accessibility concerns
1.2.4 Implementation of the first "Car-Free Day" and "Bike-to-Work" initiative	05/2026	05/2026	Successfully executed events with participation data	Weather dependency, safety risks
1.2.5 Monitoring and data collection (participation rates, traffic impact, feedback surveys)	05/2026	06/2026	Report on participation, mobility shifts, and feedback	Difficulty in measuring long-term impact
1.2.6 Review and adjustment based on results, planning for future events	06/2026	07/2026	Improved strategy for next events	Sustainability of behaviour change, funding needs

1.3 SUSTAINABLE MOBILITY SCHOOL PROGRAMS		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€25,000 per year	Low participation from schools and students Lack of interest from teachers Difficulty integrating into existing curricula Limited engagement from parents Insufficient funding for materials and activities Resistance to behaviour change among students
This action involves incorporating sustainable transport education into school curricula. Through workshops and lessons, children learn about the importance of eco-friendly transport options, such as cycling and walking, fostering long-term behaviour change. This action can be organized every year (2 educational programs implemented in schools per year).	44 municipalities of the region Educational institutions Local police station NGOs	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO3 Improve accessibility and inclusivity of transport	
		READINESS	It has been tested during the pilot actions, so some learning materials are already available. Once these have been expanded and fine-tuned, this action can be launched quickly.	

Activity	Start date	End date	Deliverable	Problems/Concerns
1.3.1 Identify schools and establish partnerships with educational institutions	09/2026	10/2026	List of participating schools, cooperation agreements	Schools' willingness to participate, scheduling conflicts
1.3.2 Develop educational materials (lesson plan, presentation, interactive content, quiz)	10/2026	12/2026	Sustainable mobility curriculum tailored for different age groups	Ensuring engaging and age-appropriate content
1.3.3 Train teachers and facilitators on delivering sustainable mobility education	01/2027	02/2027	Teacher training sessions conducted, instructional materials distributed	Teachers' availability and interest
1.3.4 Launch school awareness programs (workshops, discussions, cycling/walking challenges)	03/2027	05/2027	First round of educational activities completed, student engagement data collected	Low student participation, logistical issues
1.3.5 Monitor program impact through surveys, participation tracking, feedback	06/2027	07/2027	Evaluation report with student feedback and participation rates	Difficulty in measuring long-term behaviour change
1.3.6 Adjust and refine program based on feedback, prepare for future rollouts	07/2027	08/2027	Improved program structure for next implementation cycle	Need for continuous funding and school cooperation

1.4 MOBILITY INCENTIVES SYSTEM		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€15,000 for IT development €5,000 per year	Low public interest and participation Difficulty in tracking & verifying transport usage Resistance to change from car users Limited involvement from local businesses for incentives High implementation and maintenance costs Equity concerns in accessibility to rewards
A program that offers rewards to citizens who choose sustainable transport modes over car use. It may include discounts at local businesses or public recognition for individuals and companies that promote biking, walking, or public transport. The aim will be to reach 1,000 users of the system.	44 municipalities of the region Educational institutions Businesses NGOs	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution	
		READINESS	Incentive schemes for sustainable transport are not only unknown in the region, but are also relatively new at national and European level, so it is realistic to expect them to be introduced later.	

Activity	Start date	End date	Deliverable	Problems/Concerns
1.4.1 Define incentive structure and eligibility criteria	01/2028	02/2028	Clear framework for rewards and participation rules	Ensuring fairness and accessibility for all users
1.4.2 Develop partnerships with local businesses and transport providers	02/2028	04/2028	Agreements with businesses for discounts and rewards	Low interest from business partners
1.4.3 Design and develop a digital tracking system (app or web-based platform)	04/2028	06/2028	Functional platform for tracking sustainable transport choices	Technical difficulties, high development costs
1.4.4 Launch awareness campaign to promote the incentive program	06/2028	08/2028	Marketing materials, social media promotions, local media coverage	Low public awareness and participation
1.4.5 Implement pilot phase with selected participants	08/2028	10/2028	Pilot program results, user feedback collected	User engagement issues, data tracking inconsistencies
1.4.6 Evaluate pilot results and adjust program accordingly	10/2028	12/2028	Report with findings & proposals for improvement	Difficulty in measuring long-term behaviour change
1.4.7 Full-scale rollout of the incentive program	01/2029	Ongoing	Fully implemented system with active participants	Sustainability of engagement, funding for long-term operation

Intervention area 2: Improved transport safety

2.1 TRAFFIC SAFETY CAMPAIGN		ACTION OWNER	Local police station	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€7,500 per year	Low public engagement and massive resistance Difficulty in changing long-standing habits Ineffective messaging or unclear campaign goals Lack of funding for widespread outreach Misinformation or negative public perception Challenges in measuring campaign impact Limited media coverage and stakeholder support
This initiative aims to raise awareness about traffic safety through educational programs, public messaging, and community involvement – highlighting the importance of safe driving practices, especially around pedestrians and cyclists, reducing accidents in the region. The campaign may include public events, road safety workshops, school programs or media outreach (3 per year).	Szabolcs 05 Association 44 municipalities of the region Educational institutions Public transport operators NGOs	**LINKS TO OBJECTIVES**	SO2 Reduce traffic congestion and air pollution SO4 Enhance road safety and reduce accidents	
		READINESS	Based on the pervious URBACT project (UrbSecurity) and activities of the local police, this action can be launched relatively quickly.	

Activity	Start date	End date	Deliverable	Problems/Concerns
2.1.1 Define campaign objectives, target audiences (drivers, pedestrians, cyclists, students, elderly, etc.) & key safety messages	01/2027	03/2027	Clear campaign goals and messaging strategy Defined groups and tailored communication strategies	Risk of vague or ineffective messaging Difficulty in reaching all demographics
2.1.2 Develop educational materials (posters, flyers, videos, social media content, road signs)	03/2027	05/2027	Printed and digital awareness materials	High production costs, ensuring accessibility
2.1.3 Engage stakeholders	04/2027	06/2027	Agreements with key partners to support the campaign	Stakeholder misalignment, lack of commitment
2.1.4 Launch first traffic safety campaign	06/2027	08/2027	First campaign successfully executed	Low public engagement, resistance to change
2.1.5 Monitor and evaluate campaign impact (surveys, accident reports, participation data)	08/2027	10/2027	Report on campaign effectiveness and recommendations	Difficulty in measuring impact, need for adjustments
2.1.6 Adjust strategy based on feedback and plan for future campaigns	10/2027	12/2027	Improved campaign plan for future iterations	Need for additional funding, refining outreach strategies

2.2 “SAFE ROUTES TO SCHOOL” PROGRAM		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€10,000 per year	Low participation from schools and students Insufficient funding for safety improvements and training Resistance from parents to change commuting habits Difficulty in coordinating with authorities and police Traffic conflicts during implementation Limited impact without matching physical upgrades
This program identifies and improves key routes that students take to school, ensuring they are safe for walking and cycling. The children will also be trained to move safely. Safety recommendations and propose improvements (at least 4 routes mapped and improved) may include signage, crossings, bike lanes, speed limits, etc.	44 municipalities of the region Educational institutions Local police station NGOs, parent communities	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO4 Enhance road safety and reduce accidents	
		READINESS	As parents and children are quite dependent on the car, the initiation of this action will be relatively demanding.	

Activity	Start date	End date	Deliverable	Problems/Concerns
2.2.1 Engage stakeholders	09/2026	11/2026	List of involved stakeholders and confirmed partnerships	Low stakeholder engagement, coordination difficulties
2.2.2 Identify schools and assess current safety conditions of routes	10/2026	12/2026	Report on school locations, high-risk areas, and safety issues	Lack of available data, resistance from schools
2.2.3 Develop safety recommendations and propose improvements	01/2027	04/2027	Draft action plan with recommended safety measures	Budget constraints, lack of political support
2.2.4 Launch educational campaign for students, parents, and school staff	05/2027	06/2027	Training sessions, awareness materials distributed in schools	Low participation from students and parents
2.2.5 Implement pilot safety improvements on selected routes	09/2027	11/2027	Installed signage, improved crossings, traffic calming measures	Delays in infrastructure improvements, public resistance
2.2.6 Monitor impact and gather feedback from students, parents, and schools	11/2027	12/2027	Evaluation report on safety improvements & attitude changes	Difficulty in measuring long-term impact
2.2.7 Adjust and scale the program for broader implementation	01/2028	03/2028	Updated strategy and plan for additional schools	Sustainability concerns, need for continued funding

2.3 TRAFFIC SAFETY INFRASTRUCTURE DEVELOPMENT		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€100,000 per year	High implementation costs Delays in construction Resistance from drivers Limited space for improvements Coordination challenges Maintenance issues Legal and regulatory hurdles
The development and implementation of physical changes to traffic infrastructure to improve road safety (e.g. install speed bumps and traffic-calming measures, enhance road signage and pedestrian crossings, create safe cycling routes, improve street lighting; 4/year).	44 municipalities of the region Local police station Maintainers of public spaces and routes	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO2 Reduce traffic congestion and air pollution SO4 Enhance road safety and reduce accidents	
		READINESS	Site identification, technical planning and permitting are needed.	

Activity	Start date	End date	Deliverable	Problems/Concerns
2.3.1 Engage municipalities and road operators to agree on scope and locations	01/2026	03/2026	List of stakeholders, agreed target sites and intervention types	Limited coordination; differing priorities between municipalities
2.3.2 Identify high-risk locations through local data and stakeholder input	03/2026	05/2026	Map of priority areas for infrastructure intervention	Incomplete or outdated accident data; uneven input from stakeholders
2.3.3 Develop technical designs for traffic calming and safety improvements	05/2026	09/2026	Engineering plans for selected sites	Technical feasibility issues; limited municipal engineering capacity
2.3.4 Secure permits and funding for implementation	09/2026	12/2026	Approved implementation plans and funding agreements	Regulatory delays; funding gaps
2.3.5 Implement physical improvements at selected sites	01/2027	06/2027	Completed infrastructure works (visible, measurable improvements)	Construction disruptions; contractor delays
2.3.6 Evaluate impact and collect user feedback	06/2027	08/2027	Monitoring report with traffic/safety data and community feedback	Difficulty in attributing safety outcomes to single interventions
2.3.7 Plan scale-up based on lessons learned	08/2027	10/2027	Proposal for expansion to additional sites or municipalities	Long-term maintenance and funding needs

Intervention area 3: Public space activation

3.1 POP-UP REVITALIZATION		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€100,000 per year	Expensive infrastructure upgrades Permitting, procurement, and weather-related delays Opposition to the planned changes Coordination challenges Lack of long-term funding for upkeep of infrastructure Ineffectiveness without behaviour change Legal and regulatory hurdles
Using tactical urbanism methods, launching temporary pop-up interventions to test the community's response before investing in permanent mobility infrastructure. Annually 1 underused space can be revitalized with temporary events (e.g. pop-up bike lane, temporary pedestrian zone, shared street experiments, open streets event, modular bus stop)	44 municipalities of the region Local police station Maintainers of public spaces Local business owners NGOs Local artists	**LINKS TO OBJECTIVES**	SO2 Reduce traffic congestion and air pollution SO5 Enhance liveability of public spaces	
		READINESS	Tactical transit and tactical urbanism are unknown in the region, so it is realistic to expect this action to be introduced later.	

Activity	Start date	End date	Deliverable	Problems/Concerns
3.1.1 Engage stakeholders (municipalities, local businesses, community groups, artists)	01/2029	03/2029	Stakeholder agreements and collaboration plans	Low stakeholder engagement, coordination challenges
3.1.2 Identify underutilized public spaces for revitalization	03/2029	05/2029	List of potential locations and initial site assessments	Limited availability of suitable spaces, resistance from property owners
3.1.3 Develop design concepts and temporary installations (seating, greenery, public art, play areas, etc.)	05/2029	07/2029	Finalized revitalization plans and prototypes	Budget constraints, limited public interest
3.1.4 Implement first pop-up revitalization project	07/2029	09/2029	Fully installed temporary revitalization space	Logistical issues, maintenance concerns
3.1.5 Organize community events and activities to activate the space	09/2029	11/2029	Public engagement events, increased foot traffic	Low participation, weather-dependent turnout
3.1.6 Monitor and evaluate public response, space usage, and impact	11/2029	12/2029	Evaluation report with feedback and usage data	Difficulty in measuring long-term impact
3.1.7 Adjust strategy and plan for future pop-up revitalizations	12/2029	02/2030	Updated plans for scaling the initiative	Sustainability concerns, ongoing funding needs

3.2 COMMUNITY BEAUTIFICATION DAYS		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€4,000 per year	Low volunteer engagement and community participation Limited funding for materials and equipment Weather-related disruptions Vandalism / deterioration of improvements Resistance from property owners or businesses Logistical issues in organizing events Safety concerns during beautification activities
Community events focused on cleaning, painting, and enhancing public spaces along key walking and cycling routes — fostering a sense of ownership while making daily mobility paths more attractive, safe, and inviting. These beautification activities may include planting, street art, painting crossings, improving street furniture, and enhancing transit stops (4 events per year).	44 municipalities of the region Educational institutions Local police station Maintainers of public spaces Local business owners NGOs Local artists	**LINKS TO OBJECTIVES**	SO5 Enhance liveability of public spaces	
		READINESS	These initiatives already have a history in the region. They are key to boosting local identity & sustainable development.	

Activity	Start date	End date	Deliverable	Problems/Concerns
3.2.1 Engage stakeholders	01/2027	03/2027	Stakeholder agreements and community participation plans	Low engagement from residents and businesses
3.2.2 Identify public spaces in need of beautification	03/2027	05/2027	List of selected locations with improvement plans	Limited availability of suitable spaces, property owner resistance
3.2.3 Plan beautification activities	05/2027	07/2027	Detailed event plan with tasks & required materials	Funding constraints, logistical challenges
3.2.4 Launch awareness campaign to promote community involvement	07/2027	09/2027	Promotional materials (posters, social media campaigns, etc.)	Low volunteer turnout, ineffective outreach
3.2.5 Organize and execute the first Community Beautification Day	09/2027	10/2027	Completed community-driven beautification events	Weather-related disruptions, safety concerns
3.2.6 Monitor and evaluate community response and impact	10/2027	12/2027	Report on participation, feedback, visual improvements	Difficulty in maintaining long-term impact
3.2.7 Adjust and expand the program based on lessons learned	12/2027	02/2028	Updated plan for future events and extended participation	Need for ongoing funding and sustained engagement

3.3 REGULAR EVENTS IN PUBLIC SPACES		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€7,500 per year	Limited funding and HR for event organization Weather-related disruptions for outdoor events Coordination challenges with stakeholders Safety concerns during large gatherings Resistance from nearby residents or businesses Maintaining long-term engagement and interest
Regular social, cultural, and community events held in public spaces along key pedestrian or transit corridors to encourage active use and movement. Activities such as markets, performances, and local gatherings aim to increase foot traffic, support walkability, and strengthen social connections. 6 events are planned annually.	44 municipalities of the region Local police station Maintainers of public spaces Local business owners NGOs Cultural organisations Local artists	**LINKS TO OBJECTIVES**	SO5 Enhance liveability of public spaces	
		READINESS	The settlements in the region regularly organise community-building events, so that the implementation of interventions to create thriving streets can be continuous.	

Activity	Start date	End date	Deliverable	Problems/Concerns
3.3.1 Engage stakeholders	01/2026	03/2026	Confirmed partnerships and agreements for event collaboration	Low stakeholder engagement, coordination challenges
3.3.2 Identify suitable public spaces for hosting events	02/2026	03/2026	List of selected locations with event feasibility assessments	Difficulty in securing venues, resistance from nearby residents
3.3.3 Develop an event calendar with a variety of activities	03/2026	04/2026	Official event calendar with planned activities and dates	Limited funding, scheduling conflicts
3.3.4 Launch promotional campaign to attract participants	04/2026	05/2026	Marketing materials and outreach campaigns	Low public awareness, ineffective promotion strategies
3.3.5 Organize and execute the first round of public events	05/2026	09/2026	Successfully conducted events with participation data collected	Weather-related disruptions, safety concerns
3.3.6 Monitor participation rates and gather community feedback	09/2026	10/2026	Report on attendance, engagement levels and results	Difficulty in measuring long-term impact
3.3.7 Adjust and improve event planning for future editions	11/2026	12/2026	Updated event plan based on lessons learned & feedback	Need for sustained funding, long-term engagement strategies

Intervention area 4: Social inclusion in transport access

4.1 TRAINING FOR PUBLIC TRANSPORT OPERATORS ON INCLUSIVITY		ACTION OWNER	MÁV Ltd. as public transport provider	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€15,000 per year	Resistance to new practices from transport staff Lack of commitment from transport companies Limited funding for training programs Scheduling conflicts with operators' work shifts Difficulty in finding qualified trainers Measuring improvements in service quality
The training equips public transport staff with skills to better serve all passengers, especially vulnerable groups such as women, people with disabilities, the elderly, and those with limited mobility (e.g. gender-sensitive transport, customer friendliness). 2 operator training programs are planned to implement per year.	Szabolcs 05 Association NGOs of vulnerable groups Social care organisations	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO3 Improve accessibility and inclusivity of transport	
		READINESS	The roll-out may be slower and later as there is no precedent for such awareness-raising training in the region.	

Activity	Start date	End date	Deliverable	Problems/Concerns
4.1.1 Identify key public transport operators and staff for training	01/2028	03/2028	List of participating transport operators and employees	Low participation and commitment from transport companies
4.1.2 Develop training curriculum for customer-friendly services	03/2028	05/2028	Training materials tailored to inclusivity topics	Difficulty in finding qualified trainers, language barriers
4.1.3 Organize pilot training sessions for selected operators	05/2028	07/2028	Initial training sessions with feedback collection	Scheduling conflicts with work shifts, resistance from staff
4.1.4 Evaluate effectiveness of pilot training (surveys, feedback from passengers and staff)	07/2028	09/2028	Assessment report on training impact	Difficulty in measuring improvements in service quality
4.1.5 Adjust training content and methodology based on feedback	09/2028	11/2028	Revised training program for broader implementation	Need for continuous reinforcement of training
4.1.6 Roll out full-scale training sessions for all public transport operators	11/2028	02/2029	Fully implemented inclusivity training program	Limited funding for long-term training efforts
4.1.7 Establish regular refresher courses and monitoring system	02/2029	Ongoing	Improvement in service quality by periodic training	Risk of declining engagement over time

4.2 CAMPAIGN AND FOCUS GROUPS TO ENGAGE SUSTAINABLE MOBILITY OF VULNERABLE GROUPS		ACTION OWNER	Szatmári Unified Social and Health Primary Care Institutions	RISKS
DESCRIPTION & OUTPUTS	STAKEHOLDERS	ESTIMATED COSTS	€15,000 per year	Difficulty in reaching and engaging target audiences Resistance from public transport providers to adapt services Collecting reliable data on mobility barriers Challenges in implementing solutions based on feedback Coordination difficulties among stakeholders
This action focuses on understanding the transport needs of vulnerable groups (e.g., elderly, disabled, low-income residents, women) through focus groups and targeted campaigns. 1 campaign per year 2 focus group meetings per year with vulnerable groups 10 participants/focus group	Szabolcs 05 Association Transport companies 44 municipalities of the region NGOs of vulnerable groups	LINKS TO OBJECTIVES	SO1 Increase the share of sustainable transport modes SO3 Improve accessibility and inclusivity of transport	
		READINESS	It is not yet common for mobility initiatives to be specifically targeted at vulnerable groups, so it is likely that they will be introduced at a later stage.	

Activity	Start date	End date	Deliverable	Problems/Concerns
4.2.1 Identify vulnerable groups and their mobility challenges	01/2027	03/2027	List of target groups and key mobility issues	Difficulty in reaching and engaging target audiences
4.2.2 Organize focus groups and community discussions with vulnerable groups	03/2027	04/2027	Conducted focus group sessions with documented feedback	Low participation, reluctance to share personal challenges
4.2.3 Develop and distribute awareness campaign materials	05/2027	09/2027	Inclusive communication materials tailored to the needs	Language and accessibility barriers, low outreach impact
4.2.4 Analyse feedback and develop proposals for improving mobility access	09/2027	10/2027	Report outlining key findings and suggested improvements	Difficulty in collecting reliable data, lack of actionable insights
4.2.5 Present findings to policymakers, transport providers, and stakeholders	10/2027	12/2027	Official presentation and discussions on policy changes	Resistance from public transport providers, funding constraints
4.2.6 Implement pilot initiatives and service adjustments based on feedback	01/2028	04/2028	Small-scale pilot programs with measurable outcomes	Challenges in securing funding, sustainability of changes
4.2.7 Monitor and evaluate the effectiveness of implemented actions	04/2028	06/2028	Evaluation report with proposals for up scaling	Short-term engagement without lasting behavioural change

4.3 IMPROVE ACCESSIBILITY FEATURES		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€75,000 per year	Expensive infrastructure upgrades and modifications Unwillingness to invest in accessibility improvements Complex compliance with accessibility standards Incompatibility with existing infrastructure Lack of urgency in handling accessibility issues Temporary inconvenience for transport users
Making public transport and infrastructure more accessible to people with disabilities or limited mobility. 3 accessibility improvements (e.g., ramps, barrier-free zones, tactile paving, signages) per year	44 municipalities of the region Local police station Maintainers of public spaces NGOs, disability advocacy groups Urban planners	**LINKS TO OBJECTIVES**	SO1 Increase the share of sustainable transport modes SO3 Improve accessibility and inclusivity of transport	
		READINESS	Accessibility initiatives are widespread in the region and can be relatively easily extended to transport.	

Activity	Start date	End date	Deliverable	Problems/Concerns
4.3.1 Engage stakeholders	01/2027	03/2027	Confirmed partnerships and collaboration agreements	Coordination difficulties, conflicting priorities
4.3.2 Assess current accessibility barriers in public transport and urban infrastructure	03/2027	05/2027	Accessibility audit report with identified problem areas	Limited funding for comprehensive assessment, lack of stakeholder engagement
4.3.3 Develop an implementation plan for accessibility improvements	05/2027	07/2027	Detailed action plan with proposed improvements & costs	High implementation costs, regulatory and legal challenges
4.3.5 Implement pilot accessibility improvements in selected locations	07/2027	10/2027	Installed accessibility features in priority areas	Technical constraints, potential disruption during construction
4.3.6 Conduct user feedback sessions and accessibility testing	11/2027	12/2027	Evaluation report with user feedback and accessibility performance	Difficulty in measuring impact, low participation from target groups
4.3.7 Adjust and expand accessibility improvements based on findings	01/2028	03/2028	Revised and optimized plan for broader implementation	Maintenance and sustainability concerns, ongoing funding needs

Intervention area 5: Regional cooperation & transport coordination

5.1 ESTABLISH A REGIONAL TRANSPORT COORDINATION BODY		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€5,000 per year	Lack of political support Conflicting priorities among stakeholders Low participation from key actors Lack of administrative and operational costs Slow decision making Data-sharing issues Overlap with existing ideas Limited authority & influence
The regional body (Mobility Advisory Group) will coordinate transport planning and services across multiple municipalities to improve regional connectivity, optimize transport services, and ensure cohesive mobility strategies across the region. 1 regional transport coordination body established 2 coordination meetings per year	44 municipalities of the region Regional authorities Public transport companies Educational institutions Local police station Maintainers of public spaces Businesses NGOs	**LINKS TO OBJECTIVES**	SO6 Strengthen regional connectivity and economic integration	
		READINESS	Based on the Szabolcs 05 Association of 44 settlements and the project's ULG, the action can be started relatively quickly.	

Activity	Start date	End date	Deliverable	Problems/Concerns
5.1.1 Identify key stakeholders and conduct initial consultations	01/2026	04/2026	List of stakeholders, meeting memo, defined objectives	Limited engagement, conflicting priorities, lack of political support
5.1.2 Define objectives, governance structure, and formalize agreements	04/2026	08/2026	Governance framework, signed stakeholder agreements, commitment statements	Bureaucratic delays, legal and regulatory hurdles, funding constraints
5.1.3 Develop an operational plan (funding, decision-making, data-sharing protocols)	09/2026	10/2026	Operational structure, financial model, data-sharing agreements	Resistance to change, data privacy concerns, sustainability challenges
5.1.4 Launch the regional transport coordination body and initiate activities	11/2026	03/2027	Official establishment, leadership appointments, first coordination meetings	Limited authority, stakeholder misalignment, slow decision-making
5.1.5 Monitor, evaluate progress, and adjust strategies as needed	03/2027	Ongoing	Periodic evaluation reports, updated strategies, stakeholder feedback	Sustainability concerns, long-term funding issues, inconsistent participation

5.2 JOINT DEVELOPMENT AND IMPLANTATION OF REGIONAL MOBILITY PROJECTS		ACTION OWNER	Szabolcs 05	RISKS
DESCRIPTION & OUTPUTS	**STAKEHOLDERS**	**ESTIMATED COSTS**	€25,000 per year	Coordination challenges Limited resources for development and execution Bureaucratic delays Unwillingness to cooperate or adapt to joint initiatives Incompatibility of transport systems across regions Unclear division of roles between local, regional, and national authorities Unexpected delays due to external factors (e.g., policy changes, economic decline)
The Mobility Advisory Group can propose collaborative projects between cities, villages, and regions to develop shared transport solutions to increase the mobility resources coming to the region. Designated working groups can focus on the specific projects. 2 joint regional mobility project proposals preparing per year	44 municipalities of the region Regional authorities Public transport companies Educational institutions Local police station Maintainers of public spaces Businesses NGOs	**LINKS TO OBJECTIVES**	SO6 Strengthen regional connectivity and economic integration	
		READINESS	Based on the recent collaboration and previous project development experiences of the 44 settlements in the Szabolcs 05 region, the action can be started relatively effortlessly.	

Activity	Start date	End date	Deliverable	Problems/Concerns
5.2.1 Engage stakeholders and establish cooperation agreements	01/2027	04/2027	Signed agreements with municipalities, transport operators, and funding partners	Resistance to collaboration, bureaucratic delays
5.2.2 Identify mobility challenges and potential joint projects	04/2027	07/2027	List of regional mobility issues and project proposals	Coordination challenges, conflicting priorities among stakeholders
5.2.3 Develop project implementation plans (technical, financial, and operational aspects)	07/2027	12/2027	Project plans, feasibility studies, cost estimates	Funding constraints, technical limitations, regulatory hurdles
5.2.4 Launch pilot initiatives and monitor progress	01/2028	06/2028	Pilot projects implemented with performance tracking	Implementation delays, data-sharing issues, public resistance
5.2.5 Evaluate impact, adjust strategies, and scale successful projects	06/2028	Ongoing	Impact assessment reports, revised project plans, expanded initiatives	Sustainability concerns, long-term funding challenges, stakeholder disengagement

4 Implementation Framework

4.1 Governance Mechanism

The implementation of the Integrated Action Plan will be guided by a **multi-level, multi-stakeholder governance structure** designed to ensure clarity in responsibilities, sustained coordination, and long-term oversight beyond the URBACT project period.

4.1.1 Lead Coordination and Oversight

The **Szabolcs 05 Regional Development Association of Municipalities** will take the lead in coordinating the delivery of the IAP. This body, which initiated the URBACT process, will act as the central facilitator and convener of stakeholders, ensuring coherence across municipalities and consistency with regional and national mobility strategies. It will oversee progress monitoring, funding coordination, stakeholder communication, and external representation of the initiative.

The **operational tasks** (preparation of decisions, implementation coordination, and financial management) are carried out by the **Mátészalka Mayor's Office**, acting as the administrative body of the organisation. This ensures consistent follow-through on Association Council decisions and integration with municipal processes.

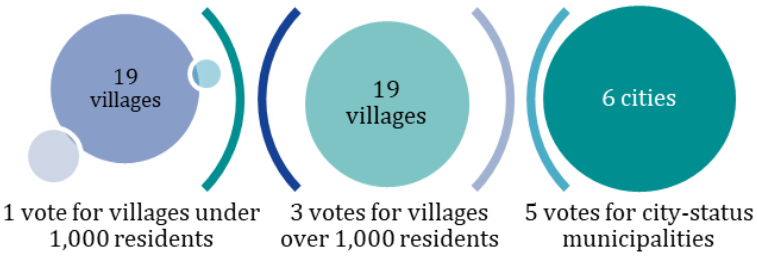
4.1.2 Key Implementation Partners and Roles

The implementation of specific actions will be distributed among municipal governments, schools, public transport providers, social care institutions, local businesses, and NGOs. Roles include:

- **Municipalities**: Responsible for infrastructure-related actions (e.g. public space revitalisation, traffic safety improvements), policy support, and local-level coordination.
- **Educational institutions**: Lead implementation of youth-targeted actions such as mobility education programs and "Safe Routes to School."
- **Transport providers**: In charge of improving accessibility, safety, and service quality in public transport, including staff training and user feedback integration.
- **NGOs**: Engage in awareness-raising campaigns, social inclusion initiatives, and event organisation.
- **Social care organisations:** Contacting with vulnerable groups and representing their mobility needs.
- **Local businesses**: Partners in incentive schemes (e.g. reward systems for sustainable commuting) and promotional collaborations.

4.1.3 Decision-Making Process

Decision-making will be carried out by the **Association Council** of Szabolcs 05, which is the official governing body of the association. The Council is composed of delegates from each member municipality, with weighted voting rights based on settlement size.



The Council convenes at least six times per year, and its meetings are public. Decisions are made by open vote (hand-raising) and are valid if:

- A quorum is present (delegates representing at least 50% of total votes), and
- The decision receives a majority of votes from those present, plus representation of at least one-third of the population of all member municipalities.

The President, or in their absence the Vice President or oldest present member, is responsible for convening and chairing the sessions. The Council may establish temporary or permanent committees to prepare or oversee specific areas, such as mobility planning and implementation.

Regarding the IAP, the Council is empowered to

- Review implementation progress and adapt plans as needed,
- Make budgetary decisions related to joint actions,
- Resolve coordination issues across municipalities,
- Approve changes or additions to the IAP based on new opportunities or needs.

4.1.4 Post-URBACT Governance and Sustainability

To ensure sustainability beyond the URBACT support period (ending December 2025), the following measures may be taken:

- The **URBACT Local Group**, which played a central role during action planning, will transition into a more focused, permanent **Mobility Advisory Group** as a tangible result of the action 5.1 Establish a regional transport coordination body. This streamlined, non-institutionalized body will continue to provide input on implementation, represent stakeholder interests, and support outreach efforts.
- Responsibilities for execution and monitoring will be **integrated into the existing municipal and Association structures**, avoiding the need for parallel governance systems.
- Additionally, **working groups** can be formed to develop specific actions. These groups could meet regularly during the activation, development and finalisation phases, before being dissolved once the action is complete.
- Where applicable, **institutional partnerships** will be formalised or transformed into standing cooperation agreements.
- A **funding strategy** and annual work plan will be developed by the Association, aligned with regional funding cycles and national mobility programmes.

4.2 Stakeholder Engagement

The existing Urban Local Group, which played a central role during the planning phase, may be transformed into a more formal and sustainable body: the **Mobility Advisory Group**. This committee may operate under the umbrella of the Szabolcs 05 Association of Municipalities, providing a platform for ongoing stakeholder input and coordination. The committee will meet **at least two times per year**, with additional thematic or project-specific working sessions as needed. The committee will:

- **Provide feedback** on implementation progress and challenges,

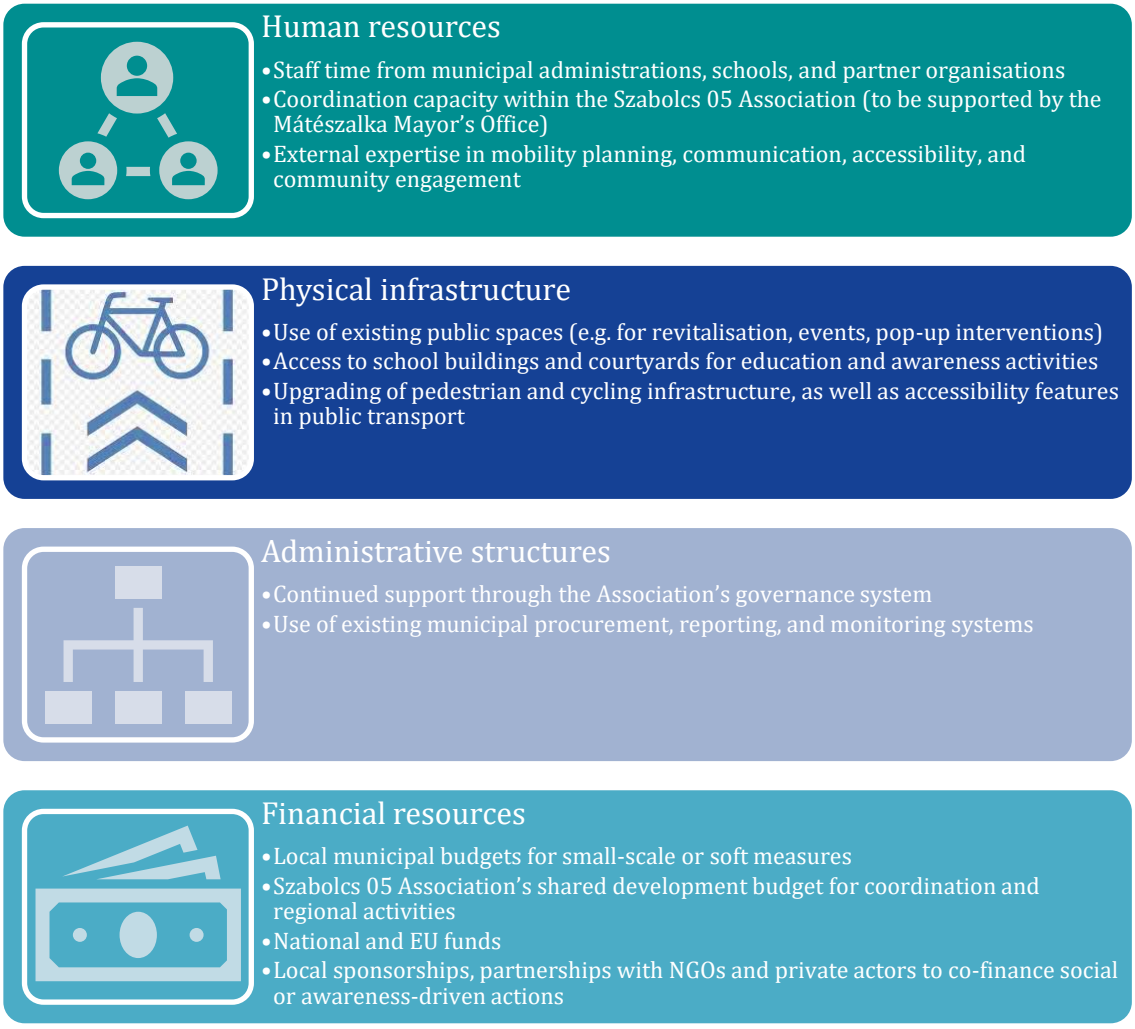
- **Propose adjustments** or new actions based on emerging needs,
- **Support communication and awareness-raising** at the community level,
- **Promote cooperation** across municipalities and sectors,
- Act as a **link between the public and decision-makers**.

The Mobility Advisory Group may also serve as a **monitoring partner**, contributing to regular evaluations of IAP progress and ensuring that stakeholder voices remain central throughout. In addition, **smaller subgroups** can be created around specific actions. They meet more frequently during the implementation phase to ensure effective follow-up of concrete interventions

Regular meetings, transparent communication (e.g. public newsletters, social media updates), **and joint initiatives** (e.g. community events, campaigns) will keep stakeholders informed and engaged. This participatory structure ensures that the IAP remains a living document, adaptable to local needs and resilient through political or institutional change.

4.3 Resources and Funding

Successful implementation of the IAP will require a balanced combination of financial, human, and physical resources, supported by a proactive and diversified funding strategy. The plan includes both budgeted actions and low-cost initiatives based on structural or behavioural changes.



Regarding EU grants, the European Structural and Investment Funds can provide the main sources of support:

- Small-scale and soft actions may be financed through **transnational programmes**, such as URBACT, Interreg Central Europe, or the Interreg Danube Region.
- The **European Urban Initiative** offers an ideal framework for scaling up successful pilots or testing innovative actions, particularly if municipalities are open to experimentation.
- **ERDF Operational Programmes** in Hungary are well-suited for funding infrastructure upgrades, public space revitalisation, and accessibility improvements.
- **ESF+ Operational Programmes** planned in Hungary can support actions related to training, social inclusion, awareness-raising, and stakeholder engagement.
- **Cross-border cooperation programmes** (e.g. Romania–Hungary, Hungary–Slovakia, Hungary–Slovakia–Romania–Ukraine) can be used to prepare and co-finance complex regional projects.

To ensure feasibility and long-term impact, Szabolcs 05 will apply **the most suitable combination of financial instruments for each action**, based on their availability, eligibility criteria, and the revised prioritisation within the implementation phase. This **adaptive approach** allows the association and its member municipalities to react flexibly to changes in funding opportunities, **aligning the financing structure with the actual maturity and timing of the actions**.

The implementation will rely on a diverse funding mix combining local budgets, national programmes, and EU resources. In particular, actions will be linked to operational programmes under the ERDF and ESF+, complemented by opportunities from Interreg, European Urban Initiative, or national recovery and resilience mechanisms. For small-scale and soft measures, co-financing schemes, public-private partnerships, or community-based initiatives may be explored to secure resources efficiently and sustainably. The planned post-ULG body, the **Mobility Advisory Group**, will be responsible for **deciding the actual financing structure for each action**.

4.4 Overall Timeline

The following Gantt chart provides an overview of the timeline of the planned activities, which also reflects their prioritisation. The chart shows the first cycle of each action, though many of them may be repeated or integrated into the region’s development efforts as permanent or periodic initiatives.


1.1 Public awareness campaigns
1.2 Car-Free Days & Bike-to-Work
1.3 Sustainable school programs
1.4 Mobility incentives system
2.1 Traffic safety campaign
2.2 Safe Routes to School
2.3 Safety infrastructure development
3.1 Pop-up revitalization
3.2 Beautification days
3.3 Regular public events
4.1 PT operator inclusivity training
4.2 Vulnerable group mobility engagement
4.3 Improve accessibility features
5.1 Regional transport coordination body
5.2 Joint regional mobility projects
2026
2027
2028
2029
2030
2031

4.5 Risk Management

Category of risk	Description of the risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
Administrative risks	Weak coordination between municipalities	Low	High	Clear governance roles; joint planning sessions	Central support from Szabolcs 05 Association and Mátészalka Mayor's Office
	Delays in administrative approvals and procurement	Medium	High	Early timeline alignment	Buffer time and procedural templates
	Lack of internal capacity in smaller settlements	Medium	Moderate	Capacity building and resource pooling	External support and simplified processes
Legal risks	Delays due to complex permitting processes	Medium	Moderate	Early legal review	Advance preparation and consultation
	Disputes over land ownership or access rights	Low	High	Verify legal status early	Use of long-term agreements
	Data privacy issues in digital tracking systems	Low	Moderate	Follow GDPR and national rules	External data protection audits
Technical risks	Lack of in-house engineering/design capacity	Medium	High	Engage external experts early	Use shared regional resources
	Incompatibility with existing infrastructure	Low	High	Pre-assessment of compatibility	Adaptive design solutions
	Delays in technical implementation	High	Moderate	Detailed planning and scheduling	Flexible timelines and contingencies
Financial risks	Insufficient external funding for infrastructure	High	High	Diversified funding strategy	Scale actions based on funds
	Rising costs of materials or services	High	High	Early procurement	Cost buffers in budget
	Delays in disbursement of funds	Medium	High	Early applications and coordination	Bridge financing options

Category of risk	Description of the risks	Likelihood (high, medium, low)	Impact (high, moderate, low)	Prevention	Mitigation
Operational risks	Limited human resources for implementation	Medium	Medium	Phase scheduling, avoid overlaps	Shared implementation teams
	Overload of municipal staff	Medium	Moderate	Balanced workload distribution	Outsourcing where needed
	Fragmentation in project delivery	Medium	Moderate	Strong coordination	Regular check-ins and reporting
Behavioural risks	Resistance to changing travel habits	High	High	Behavioural incentives and education	Demonstration projects
	Low participation in campaigns or incentives	High	Medium	Targeted communication	Ongoing feedback and adaptation
	Weak stakeholder engagement over time	Medium	Medium	Clear roles and ownership	Periodic engagement sessions
Other risks	Extreme weather affecting outdoor actions	Medium	Moderate	Schedule flexibility	Rescheduling options
	Political changes disrupting continuity	Medium	High	Cross-party commitment	Embed in strategic plans
	Public backlash against temporary restrictions	Medium	Moderate	Transparent communication	Responsive messaging

4.6 Monitoring and Reporting

A structured, transparent, and participatory monitoring system will be established to track the implementation and progress of the IAP. The system aims to ensure that all actions are progressing according to the timeline, resources are used efficiently, and adjustments are made when necessary. It also supports accountability to funders, stakeholders, and the public.

The **overall responsibility for monitoring** will lie with the Szabolcs 05 Regional Development Association of Municipalities, specifically coordinated by the administrative body. This role will be supported by municipal staff and key stakeholders involved in action implementation.

Monitoring reports will be prepared annually in December and will include a concise progress summary per action, highlighting achievements, delays, risks, and changes in indicators. A standardized reporting template will be used across all actions ensuring that both quantitative data (e.g. participation rates, kilometres of infrastructure developed) and qualitative observations (e.g. user feedback, public perception) are included, if they are available. Reports will be submitted to the Association Council. Results and key findings may be presented to the general public through the local media.

In the event of a **major deviation from the plan** (e.g. missed deadlines, funding shortfalls, loss of stakeholder engagement), the issue will be presented at the Association Council meeting. The Council may mandate a reassessment of the action, adjust timelines, or reallocate responsibilities/resources.

Each action includes **quantitative and qualitative indicators** identified in Chapter 3. These include metrics such as:

- Number of campaign participants,
- Kilometres of safe routes improved,
- Number of public events and attendees,
- User satisfaction with public transport,
- Accessibility upgrades completed.

Progress on these indicators will be systematically tracked through:

- Surveys and participation logs,
- Technical implementation reports,
- Feedback collected via focus groups and public consultations.

In addition to project-specific indicators, **broader comparative data** — such as the ratio of vehicles per household, modal split, number of parking spaces, population of school-aged youth, number of student transport users, or accessibility-related subsidies — will be collected from open datasets (e.g. the Hungarian Statistical Office) or relevant data holders to monitor higher-level changes at both local and regional levels.

This monitoring framework ensures continuous oversight, supports informed decision-making, and reinforces trust among stakeholders throughout the IAP implementation period.

The table below summarizes the output indicators for each action. The baseline value is zero in all cases, and the target year indicates when the indicators are expected to be achieved for the first time.

Action	OUTPUT INDICATOR		
	Indicator	Target value	Source of information
1.1 Public awareness campaigns	Public campaign	3 (2026)	Campaign documentation
1.2 “Car-Free Days” and “Bike-to-Work” initiatives	Car free event	2 (2026)	Event documentation
	Bike-to-work month	2 (2026)	Event documentation
	Participant	500 (2026)	Event documentation
1.3 Sustainable mobility school programs	Educational program	2 (2027)	Finalised program documentation
	Children involved	200 (2027)	Event documentation
1.4 Mobility incentives system	Incentive system	1 (2028)	Finalised system documentation
	User	1,000 (2028)	Operational data
2.1 Traffic safety campaign	Regional traffic safety campaign	3 (2027)	Campaign documentation
2.2 “Safe Routes to School” program	Route mapped and improved	4 (2027)	Finalised program documentation
	Children trained on safe walking and cycling practices	100 (2027)	Event documentation
2.3 Traffic safety infrastructure development	Infrastructure improvement	4 (2027)	Documentation of design and implementation
3.1 Pop-up revitalization	Underused space revitalized with temporary events per	1 (2029)	Event documentation
3.2 Community beautification days	Beautification event	4 (2027)	Event documentation
	Participant/event	20 (2027)	Event documentation
3.3 Regular events in public spaces	Cultural or community event in public spaces	6 (2026)	Event documentation
	Participant/event	100 (2026)	Event documentation
4.1 Training for public transport operators on inclusivity	Operator training program	2 (2028)	Finalised program and training documentation
4.2 Campaign and focus groups to engage sustainable mobility of vulnerable groups	Campaign to engage sustainable mobility of vulnerable groups	1 (2027)	Campaign documentation
	Focus group meeting with vulnerable population segments	2 (2027)	Event documentation
	Participant/focus group	10 (2027)	Event documentation
4.3 Improving accessibility features	Accessibility improvement	3 (2027)	Documentation of design and implementation
5.1 Establish a regional transport coordination body	Regional transport coordination body	1 (2026)	Partnership agreement
	Coordination meeting	2 (2026)	Event documentation
5.2 Joint development and implantation of regional mobility projects	Joint regional mobility project proposal	2 (2027)	Documentation of design and implementation

In addition, result indicators are essential to measure the real impact of the Szabolcs 05 Integrated Action Plan beyond the successful delivery of its actions. They show whether mobility patterns, accessibility, and cooperation across the region are actually improving in residents' everyday lives. By tracking behavioural change, environmental improvements, inclusivity, and inter-municipal coordination, these indicators help evaluate progress toward the IAP's vision of a sustainable, connected, and liveable region. Using clear and comparable data ensures that achievements are visible to citizens and decision-makers alike, while enabling evidence-based adjustments and long-term accountability. It is worth noting that these results indicators are difficult to measure at a regional level. Therefore, the first step in the evaluation process should be to identify their baseline and target values.

SO1 Increase the share of sustainable transport modes	• Modal share of walking, cycling, and public transport (%)
SO2 Reduce traffic congestion and air pollution	• Annual average concentration of NO_2 and PM10 in Mátészalka ($\mu g/m^3$)
SO3 Improve accessibility and inclusivity of transport	• Number of residents from vulnerable groups using public or community transport services
SO4 Enhance road safety and reduce accidents	• Number of road accidents involving pedestrians or cyclists per year
SO5 Enhance liveability of public spaces	• Percentage of residents satisfied with the quality and usability of public spaces
SO6 Strengthen regional connectivity and economic integration	• Number of coordinated or joint mobility initiatives between Szabolcs 05 municipalities

Conclusion

Communication and Dissemination Plan

The communication & dissemination activities, led by the Szabolcs 05 Association and supported by municipalities and community partners, will serve two key purposes:

1. to ensure that **stakeholders remain informed and involved** throughout the implementation process, and
2. **to promote the vision and strategic objectives** of the IAP to the broader public, increasing awareness and support for sustainable mobility across the region.

The communication plan will address a wide range of local and regional audiences. Each target group will be addressed through tailored messaging and channels that reflect their interests and influence. To ensure maximum reach and engagement, the following **communication channels and methods** will be used:

- **Public presentations and forums**: Regular open events in key municipalities to introduce the IAP, present updates, and gather feedback. These forums will also serve to celebrate milestones and share good practices.
- **Digital communication**:
    - Social media campaigns on platforms like Facebook will be used to engage citizens, promote mobility actions (e.g., Bike-to-Work, Car-Free Days), and share testimonials and visuals.
    - Short video summaries or animations will be developed to explain key concepts in a user-friendly format.
- **Printed materials**:
    - Leaflets, posters might be distributed at schools, community centres, town halls, and on public transport to raise visibility of actions and events.
    - Infographics and summaries of results might be designed for non-specialist audiences.
- **Media outreach**: Local and regional press will be involved through press releases, interviews, and articles covering the progress and impact of the IAP.
- **School and youth engagement**: Special school programmes and creative competitions will spread the message of sustainable transport and encourage family-level awareness.

The communication plan aims to foster a strong sense of shared ownership among local actors, public understanding and support for sustainable mobility measures, accountability and transparency in implementation as well as a culture of co-creation and feedback, where citizens feel their voices are valued.

Immediate Next Steps

Following the finalisation of the Integrated Action Plan, the first six months (November 2025 to April 2026) will focus on laying the foundations for implementation through a set of concrete, coordinated steps.

1. Present the Beyond the Urban project and the Integrated Action Plan at the next Association Council meeting following the completion of the action plan, ensuring that all partners are aligned on shared priorities and implementation timelines.

2. Establish the Mobility Advisory Group (as the successor to the URBACT ULG), including nominated representatives from municipalities, schools, NGOs, transport providers, and the business sector. The first meeting is planned for early 2026 to finalise internal regulations and approve the 2026 work plan.

3. Launch priority and early-start actions, especially those requiring lower financial input but offering high visibility and community engagement:

- Action 1.1 – Design and plan the first public awareness campaign,
- Action 2.3 – Identify high-risk locations for targeted safety improvements,
- Action 5.1 – Take initial steps to formalise the Regional Transport Coordination Body.

4. Prepare funding proposals, including project fiches and documentation for the most urgent or capital-intensive actions.

Contact Details

Name	Dr. Botond Felföldi
Position	Chief consultant of the mayor of Mátészalka ULG coordinator of the Beyond the Urban project
E-mail	drfelfoldi@gmail.com