

HUMAN RESOURCES DEVELOPMENT. STRATEGICALLY APPROACH IN THE CROSS-BORDER COOPERATION AREA BETWEEN ROMANIA AND BULGARIA

PhD. Student **Sorin SFERLE**
PhD. Student **Cristina RIZESCU**

ABSTRACT

The European Union's Cohesion Policy 2007-2013 intends to strengthen the Community's economic and social cohesion of the enlarged EU in order to promote the harmonious, balanced and sustainable development of the Community, while reducing the economic and social territorial disparities which have arisen in countries and regions lagging behind, and speeding-up their economic and social restructuring.

The new Cohesion policy 2007-2013 recognises the importance of cross-border, transnational and interregional cooperation as one of its key objectives in the enlarged Europe. The European Territorial Cooperation Objective financed by ERDF aims at strengthening cross-border cooperation through joint local and regional initiatives and strengthening transnational and inter-regional cooperation. It will support actions conducive to integrating territorial development linked to Community priorities, strengthening interregional cooperation and promoting the exchange of experience at the appropriate territorial level. The ultimate objective of cross-border cooperation in Europe is to integrate areas divided by national borders that face common problems requiring common solutions.

KEYWORDS: *cross-border cooperation, human resources development, strategic planning*

Introduction

Since 1998, Romania and Bulgaria have already benefited from projects co-financed by the Phare Cross-Border Programme. Between 1999-2006 the EU has granted 8 million Euro per year (except 1999 with 5 million Euro) to each partner country for financing projects with cross-border impact, mainly in the fields of transport, environment and people-to-people actions. The EU funded Operational Programme for 2007-2013 will build upon the existing Phare CBC Programme framework, to add impetus to strengthening existing formal and informal links, and creating new ones, based on mutual respect, understanding and co-operation.

This European Territorial Cross-Border Cooperation Programme is the first to address the Romania-Bulgaria border area as an internal border of the EU, as a result of both countries' accession to the EU in January 2007. It is the first programme developed under the principles and requirements of Structural Funds, as the cross-border area becomes eligible to receive regular financial support from the European Regional Development Fund under Objective European Territorial Cooperation. Also, it is the first Programme that treats the cross-border area as a single area, not split between the neighbouring countries. The proposed strategy of cooperation is intended as a coherent and effective response to its

identified needs, obstacles and weaknesses and intends to be the vehicle for its cross-border socio-economic sustainable development.

The Programme will promote sustainable integrated cooperation across the cross-border area by concentrating on the strategic dimension of European territorial cross-border development which involves and benefits local communities. This will be achieved by drawing together the people from the eligible area in a range of economic, social and environmental activities.

The integrated approach of the cross-border cooperation

The lack of a clear vision regarding the educational development of the Trans border regions hampers the process of its integrated development. To be involved in a vision outlining we have to have a beforehand idea about a trajectory which we have to follow. The trajectory has to start (FROM) the present, and to describe a middle of the road situation and direction (TOWARD) and finally – the outline of a necessary situation in the short, medium and long range perspective (TO). The trajectory of the integrated approach regarding the project for the action plan could be presented in the following way (figure1).

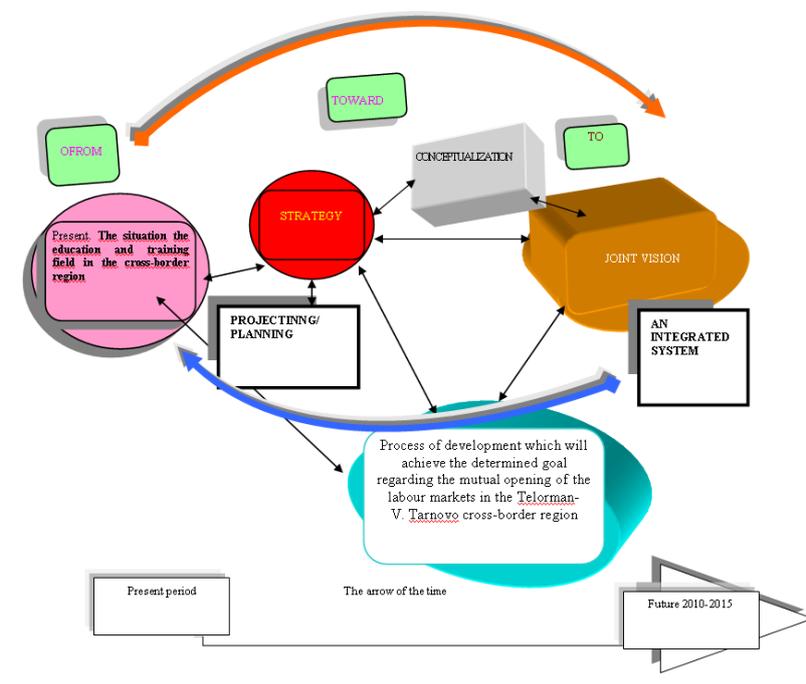


Figure 1 The trajectory of the integrated approach

The first question is “What have to be done regarding the common actions of different players to connect the system of secondary and higher education with the professional training and professional formation institutions in the vta transborder region?”. And afterwards this system to be also integrated with the labour market in the Trans border region.

The outlines of the vision as the base of a joint strategy and an action plan is shown on figure 2.

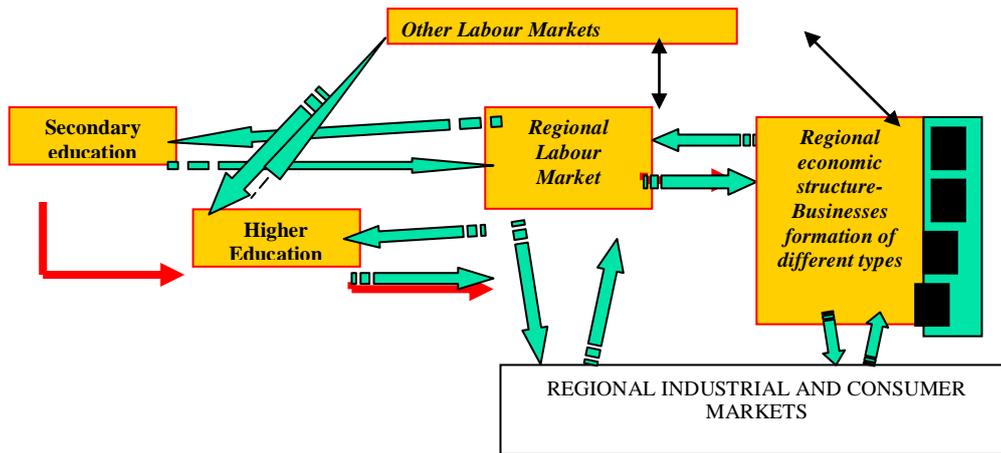


Figure 2. The relation between the objects of the project, which have to be the object of the cooperation strategy

The vision, taking place, after those assumptions done, have to include different moves and actions regarding the relations among the main areas of the integrated system in which the major components are the (1) Education/Training subsystem ↔ (2) Regional Business ↔ (3) Regional Labour markets. The relations between those subsystems – shown in figure 6 - after more precise detailing have to be an object of research, strategizing and joint real development. (In it the relations and connection – real and possible are marked with circles).

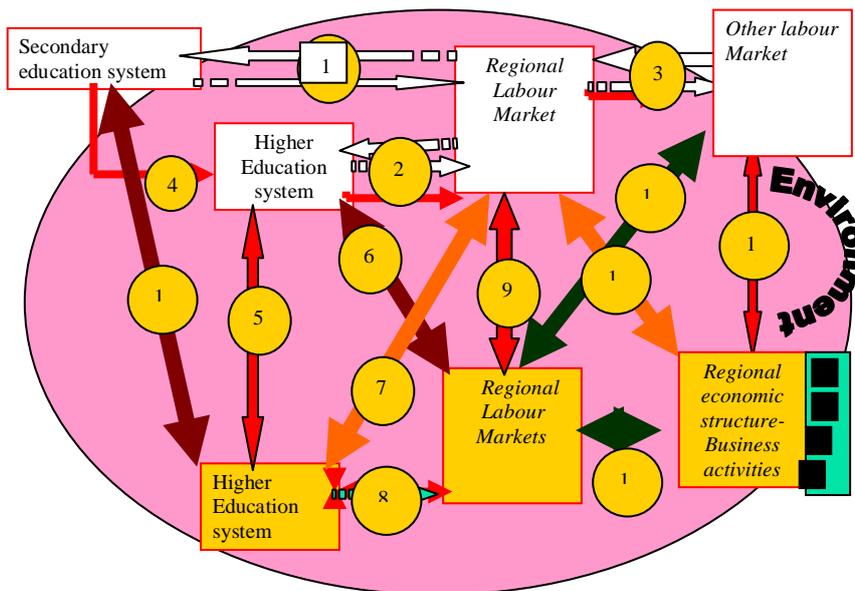


Figure 3 The link between the national education systems, labour market and the local business environment

The figure 3 suggests the idea that there have to be taken into account and afterwards investigated, strategized and planned, relations in and between the systems of education, labour market and local business. In a more instrumental way this direction is shown in the table1.

Table1

Types of relations among	What is done	What have to be done	Who and which will do for the relation development	When
1. Secondary education institutions and the regional labour market				
2. Higher education institutions and the regional labour market				
3. The Trans border region labour market with other markets				
4. Secondary and Higher education's institutions				
5. The Higher education institutions in the trans border region				
6. Higher educations institutions from Teleorman and the labour market from the Bulgarian part of the trans border region				
7. Higher educations institutions from Bulgaria and the labour market in the Romanian part of the trans border region				
8. Higher educations institutions and the labour market in the Bulgarian part of the trans border region				
9. The Bulgarian and the Romanian labour markets in the trans border region				
10. Regional labour markets and the regional business in Bulgarian part of the trans border region				
11. Regional labour market and the regional business in Romanian part of the trans border region				
12. Regional labour markets and other markets in the respective country				
13. Regional labour markets and the regional businesses				

The vision in general states that the development of the Trans border region have to have in mind the possibility of the mutual market openness. In means that the business in the both sides of the Danube is looking for relations who needs qualified human potential. The human potential has to be prepared and trained in such of way that it:

- to be flexible and able to work in business systems in the trans border area;
- to understand the markets of the Romanian and Bulgarian side of the border;
- to understand the process of the mutual integration and the inter states openness.

Preparing the human potential for those necessary tasks the Education, Training and Professional system (ETPS) of the Trans border region has to be changed. In this regard the strategic goals of ETPS system as a whole have to be:

- the persons prepared from the ETPS to be familiar with the problems of the Teleorman –Veliko Tarnovo Trans border region joint development;
- the promoters of the joint done development, who have to look for the different opportunities so the two parts of the system to work together and to find solutions of the problems of the Trans border education and training process;
- the promoters of the joint working to be proactive and self organized regarding the participation in different events and projects etc.

The conceptual model of a strategy which could be used as a stepping stone for the real strategizing could have the following outline – figure 4. The working model of a strategy, regarded as a base for the action plan has the following outlines – table 1.

The closer approach shows that the components on a strategy include:

- strategic goals, positions and intentions;
- strategic moves (actions, operations and maneuvers);
- strategic decisions; strategic calculations; strategic paths;
- strategic alternatives etc.

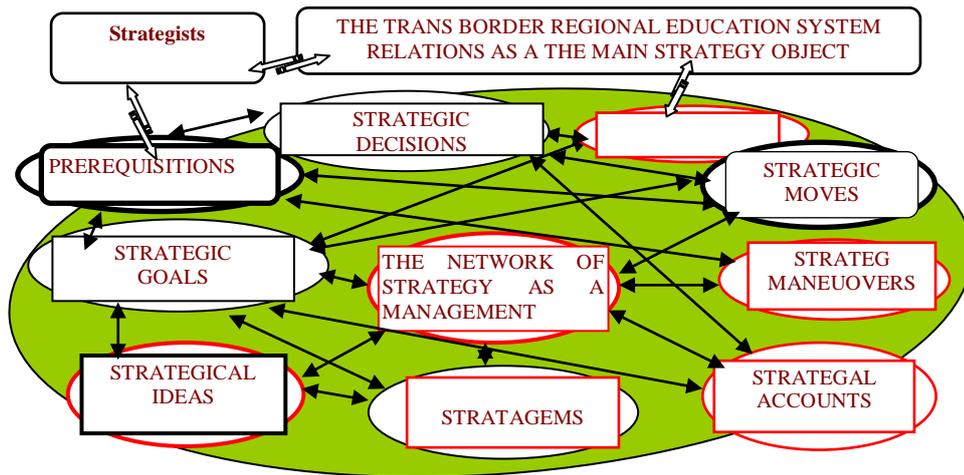


Figure 4 The conceptual model of a cross border cooperation strategy

The strategic planning process of the cross border cooperation

Table 2

Object strategies	Planning process					
	Strategic activities	Operational actions		Retaliators – institutions and physical persons	Retaliators – physical persons	Timing
Educational structures development	1 2 3	1 a b c	2 d e f			
Preparing specialists for the ETPS	5 6 7					
Improving the superstructure of the ETPS						
Improving the infrastructure of the ETPS						
Others						

From other point of view, a strategy also includes zones covered in its object, which . The zones are at the same time:

- open (with transparent actions and moves) which everybody is aware of
- grey – known by a limited number of persons.

The different strategic players have a determined approach towards those zones. Some of them are: strategist; observer; researcher; strategy developer, participants in its development. The strategic goals component is a starting point of a strategy development. In some of the cases the goals are the components of the strategy, and in the others - they are its input and prerequisite for its building and formulating. The strategists themselves are choosing and including different paths and moves for achieving the goals. The decisions

components as main components of a strategy imply changes in the systems of education and training and in its relations with the environment – labour markets, business organizations etc.

In general those situations could be expressed in the following way:

1. Strategies are left without efforts for realisation.
2. Strategies are realised immediately after the shaping.
3. Strategies are realized by plans – strategic and operational.

Conclusions

The strategic decisions in the regard of the Teleorman – Veliko Tarnovo TBR could be systematized in the following way:

1. Building-up new links between the educational and training institutions situated different levels.

2. Taking new joint entrepreneurial initiatives for the development by circles and groups of people and specialists from the both sides of the border, who are working together for achieving sustainable results and effects,

The objects of the strategy could be the development of internal educational, training institutions and structures, educational and training processes and other integration problems of the TBR.

The other aspect is the development of strategic potential of the TBR to produce valuable initiatives regarding the joint development of the area. The former implies the right combination of the labour, financial, material, informational, creative potential which will produce sustainable results in the area of the TBR human resources to be found. The valuation of the strategic capabilities of the initiative groups is a necessary step and it could be done using the parameters as for example: international flexibility; frequency of gathering together and as results – initiating new arrays of projects.

Some of the most important strategy formulation and development principles are for example:

** beware of strategies which are lacking imagination;*

** instead of institutions and imitative projects groups not from the TBR, organise internal stakeholders and integrate them vertically and horizontally;*

** give full contribution to the local and to the Trans border development initiatives.*

The issues of a strategy already ready, could face different situations. Some of them (a- s for example) are:

Situation 1. The strategies are formulated, written, shaped, but are left without realization (with all pluses and minuses of this).

Situation 2. The strategies are formulated, written, shaped, but are waiting for the right time for realization (with all pluses and minuses).

Situation 3. The strategies are realized without to wait proper time and conditions (with all pluses and minuses).

Situation 4. The strategies are developed and realized as parts of strategic plans.

Situation 5. The strategies are developed and realized as parts of strategic plans which determine the timing, resources needed and the results.

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