

**Vysoká škola ekonomická v Praze**

**Fakulta managementu v Jindřichově Hradci**

# **Diplomová práce**

**Bc. Iva Bláhová**

*2007*



**Vysoká škola ekonomická v Praze**

**Fakulta managementu v Jindřichově Hradci**

# **Diplomová práce**

**Bc. Iva Bláhová**

*2007*

**Vysoká škola ekonomická v Praze**  
Fakulta managementu v Jindřichově Hradci  
*Katedra managementu veřejného sektoru*

**Rozvoj cestovního ruchu ve Středočeském  
kraji prostřednictvím fondů EU**

**Development of Tourism in Central Bohemia by  
Means of EU Funds**

**Vypracovala:**

*Bc. Iva Bláhová*

**Vedoucí diplomové práce:**

*Ing. Martin Musil*

*Jindřichův Hradec, duben 2007*

Vysoká škola ekonomická v Praze  
Jarošovská 1117/II, 377 01 Jindřichův Hradec

## **ZADÁNÍ DIPLOMOVÉ PRÁCE**

pro akademický rok 2006/2007

**Název práce:** Rozvoj služeb cestovního ruchu ve Středočeském kraji s využitím fondů EU.

**Zadání práce:** Práce zhodnotí možnosti rozvoje služeb cestovního ruchu dané oblasti s využitím fondů Evropské unie v programovacím období 2000 – 2006 a pokusí se zhodnotit četnost a úspěšnost podaných projektů, najít slabá místa a ukázat možné návrhy do budoucna. Práce bude zpracována anglicky.

**Jméno studenta:** Bc. Iva Bláhová

**Ročník:** 4.

**Obor:** MANAGEMENT

**Vedoucí práce:** Ing. Martin Musil

**Katedra:** Katedra managementu veřejného sektoru

**Termín zadání:** 23.6.2006

**Termín odevzdání:** Dle vyhlášky o průběhu státních závěrečných zkoušek v ak. roce 2006/2007

V Jindřichově Hradci 23.6.2006



Ing. Vladimír Příbyl

proděkan pro pedagogickou činnost

## **Prohlášení**

Prohlašuji, že jsem diplomovou práci na téma „**Rozvoj cestovního ruchu ve Středočeském kraji prostřednictvím fondů EU**“ zpracovala samostatně. Použité zdroje uvádím v přiloženém seznamu literatury.

V Jindřichově Hradci dne 15. 04. 2007

Iva Bláhová

## **Anotace**

Práce je zaměřena na možnosti rozvoje cestovního ruchu s využitím fondů EU v programovacím období 2000-2006 a v současném programovacím období 2007-2013. Popisuje, jak probíhá proces přesunu finančních prostředků ze strukturálních fondů až k jejich konečnému uživateli. Analyzuje aktivitu a úspěšnost Středočeského kraje v podávání projektů do Společného regionálního operačního programu ve srovnání s ostatními kraji. Odhaluje, jaké problémy provází středočeské žadatele na cestě k realizaci jejich projektů a ukazuje možné způsoby jejich předcházení či řešení. Závěrečná část je věnována stručnému popisu konkrétního úspěšného projektu.

## **Annotation**

The thesis is aimed at possibilities of development of tourism by means of EU funds in the programming period 2000-2006 and in the current programming period 2007-2013. It describes how the resources from the EU Structural Funds are transmitted to their final recipients. It analyses the activity and successfulness of the Central Bohemia Region in submitting projects to the Joint Regional Operational Programme in comparison with other regions. It reveals the problems the Central Bohemian applicants face on their way to implementation of their projects and shows possible methods of avoiding or solving them. The final part is devoted to a brief description of one particular successful project.

## **Poděkování**

Srdečně děkuji Ing. Martinu Musilovi z Vysoké školy ekonomické v Praze, Fakulty managementu v Jindřichově Hradci, za vedení při zpracování práce. Dále děkuji Mgr. Martinu Kupsovi, řediteli Úřadu Regionální rady regionu soudržnosti Střední Čechy, Ing. Jiřímu Kořínkovi, vedoucímu odboru Řízení ROP, Úřadu Regionální rady regionu soudržnosti Střední Čechy, a Štěpánce Barešové, tajemnici Sdružení obcí Sedlčanska, za jejich cenné komentáře a postřehy.

# Contents

|   |           |
|---|-----------|
| <b>INTRODUCTION.....</b>  | <b>1</b>  |
| <b>METHODOLOGY.....</b>   | <b>3</b>  |
| <b>1 REGIONAL POLICY OF THE EUROPEAN UNION.....</b>   | <b>4</b>  |
| 1.1 ECONOMIC AND SOCIAL COHESION POLICY 2000-2006.....  | 4         |
| 1.1.1 Objectives of the EU Economic and Social Cohesion Policy 2000-2006.....                                       | 4         |
| 1.1.2 Instruments of the EU Economic and Social Cohesion Policy.....  | 5         |
| 1.1.3 Programming procedures.....   | 7         |
| 1.1.4 JROP Priorities .....   | 12        |
| 1.1.5 Priority 4 Support of tourism.....  | 13        |
| 1.2 REGIONAL POLICY 2007-2013 .....   | 16        |
| 1.2.1 Objectives 2007-2013.....   | 16        |
| 1.2.2 Financial perspectives 2007-2013.....   | 16        |
| 1.2.3 New structure of programming documents for using the EU funds.....  | 17        |
| 1.3 SUMMARY: REGIONAL POLICIES 2004-2006 AND 2007-2013 IN THE CZECH REPUBLIC<br>COMPARED .....                      | 19        |
| 1.3.1 Objectives and instruments.....   | 19        |
| 1.3.2 Structure of programming documents .....  | 19        |
| 1.3.3 Operational Programmes.....   | 19        |
| <b>2 EVALUATION AND COMPARISON OF RESULTS OF THE JROP CALLS FOR<br/>SUBMITTING PROJECTS IN CENTRAL BOHEMIA.....</b> | <b>23</b> |
| 2.1 CENTRAL BOHEMIA VS. NUTS II CENTRAL BOHEMIA .....   | 23        |
| 2.1.1 Central Bohemia - characteristics.....  | 24        |
| 2.2 DESCRIPTION OF THE FIRST CALL FOR PROJECT PROPOSALS .....   | 27        |
| 2.2.1 Financed activities in Submeasure 4.2.2 .....   | 27        |
| 2.2.2 Suitable applicants .....   | 27        |
| 2.2.3 Recommended structure of financing .....  | 27        |
| 2.2.4 Minimum admissible sum of total acceptable costs.....   | 27        |
| 2.2.5 Place of realization of the project .....   | 27        |
| 2.2.6 Duration of the project .....   | 27        |
| 2.2.7 Criteria for providing irreversible direct subsidy for individual projects.....                               | 28        |
| 2.3 EVALUATION PROCEDURES .....   | 28        |
| 2.4 RESULTS OF CALLS IN NUTS II CENTRAL BOHEMIA (4.2.2 ONLY).....   | 28        |
| 2.4.1 Comparison of results of particular calls in NUTS II Central Bohemia .....                                    | 29        |
| 2.4.2 Comparison of results of NUTS II Central Bohemia with other cohesion regions.....                             | 31        |



|          |   |           |
|----------|---|-----------|
| <b>3</b> | <b>JROP FROM THE APPLICANTS' VIEW .....</b>                     | <b>39</b> |
| 3.1      | RESEARCH: "JROP FROM THE APPLICANTS' VIEW" .....                | 39        |
| 3.1.1    | <i>Purpose and objectives</i> .....                             | 39        |
| 3.1.2    | <i>Informants (research group)</i> .....                        | 39        |
| 3.1.3    | <i>Technique and tools</i> .....                                | 40        |
| 3.1.4    | <i>Data processing</i> .....                                    | 42        |
| 3.1.5    | <i>Data analysis and interpretation</i> .....                   | 43        |
| 3.1.6    | <i>Conclusions and recommendations</i> .....                    | 57        |
| <b>4</b> | <b>A MODEL PROJECT: "SEDLČANY DISTRICT BY BICYCLE" .....</b>    | <b>61</b> |
| 4.1      | APPLICANT .....   | 61        |
| 4.2      | EXECUTOR .....  | 62        |
| 4.3      | THE IDEA .....  | 62        |
| 4.4      | OUTCOMES .....  | 62        |
| 4.5      | PROBLEMS EMERGING WITHIN THE PROJECT .....                      | 65        |
| 4.6      | TIME SCHEDULE .....   | 66        |
| 4.7      | BUDGET AND PROJECT FINANCING .....                              | 66        |
| 4.8      | "SEDLČANY DISTRICT BY BICYCLE" AT THE PRESENT TIME .....        | 67        |
| 4.9      | FOLLOWER(S) OF THE "SEDLČANY DISTRICT BY BICYCLE" PROJECT ..... | 67        |
|          | <b>CONCLUSION</b> .....   | <b>69</b> |
|          | <b>BIBLIOGRAPHY</b> .....                                       | <b>72</b> |
|          | <b>APPENDICES</b> .....   | <b>75</b> |

## Introduction

The European Union means the open door to Europe – that is how the institution presents itself and how the publicity seems to perceive it as well. The Czech Republic entered this door in May 2004 and thus gained the access to all the benefits and drawbacks the EU offers. One of the benefits pose the Structural Funds which provide a wide variety of opportunities to develop any economic branch and thus adjust the economic disparities between our republic and the developed countries of Western Europe.

The role of tourism in our national economics has become extremely important in recent times. To support tourism with the assistance of EU funds therefore seems to be the right step to bring the Czech Republic nearer to its western co-members and to fulfil the main objectives of the Regional Policy of the European Union at the same time. This is, in our country, possible via the Joint Regional Operational Programme (JROP)<sup>1</sup> which is actually a mediator between the money from the Structural Funds, and its final recipient – a subject which makes a project (e. g. to support the tourism) and applies for the EU money to finance it.

That is why I decided to discover how the European Union, or the Structural Funds, help develop tourism in our republic, namely in Central Bohemia where I live. This region fights for its position among the most visited areas of our country, as it profits and suffers, at the same time, from its neighbourhood to Prague. Similarly to other regions, however, it lacks a quality tourism infrastructure, which made me focus on the activity the Central Bohemia had been taking in the Joint Regional Operational Programme, in Submeasure 4.2.2 *Support of regional and local tourism infrastructure*. In order to be able to evaluate the active part of Central Bohemia in the JROP, it was compared with the other regions in various aspects.

The final part of the thesis is aimed at the JROP from another point of view – from the perspective of the applicants. They played the active role of Central Bohemia in the JROP, trying to get the EU means to finance their projects which contribute to increasing the attraction of Central Bohemia towards its possible visitors. Was it difficult? What problems did the applicants face? Was there anyone to help them solve these? The responds to these questions emerged from a questionnaire made with the aim to find

---

<sup>1</sup> The JROP was working till the end of 2006 so it no longer exists, but it was actually transformed into individual operational programmes in the current programming period.

out the Central Bohemian applicants' attitudes and opinions of the JROP. Findings of the questionnaire represent the key part of the thesis.

I believe the findings included in this thesis will be of a good use not only to me but also to other people, interested in studying the contribution of the EU, or the JROP, to the development of tourism in the Czech Republic, particularly in Central Bohemia.

## Methodology

Both primary and secondary data are to be processed in the thesis. The findings are to be put into tables and graphs<sup>2</sup>, accompanied by their descriptions.

In the first, theoretical, part of the thesis, the information come from various sources, particularly the internet and publications by the Ministry for Regional Development, representing the most up-to-date sources. The others, listed in “Bibliography”, had been studied without being referred to in the text as they only served to me as an introduction to the topic. The method of *description* is to be used here.

The secondary data used in the second part: “Analysis and comparison of the results in Submeasure 4.2.2 in Central Bohemia” stem from the internet as they were not available in another form in the period when the thesis was being written (excluding the information about Central Bohemia). Some subsidiary information is based on *interviews* with experts.

As the title of Part 2 suggests, the methods used include an *analysis* (splitting the examined problem into particular parts which are to become objects of another examination) – the activity of Central Bohemia in the JROP is to be examined according to various criteria; a *comparison* based on space difference (Central Bohemia compared with the other regions), and an *analysis of causes* (finding out the reasons for the Central Bohemia’s results).

The third part, called “JROP from the applicants’ view”, on the other hand, is dealing with primary data, obtained in an *analysis* in the form of a *questionnaire research*. The methodology is in detail described at the beginning of the relevant section of the thesis. However, the methods used when evaluating the results of the research involve a *description* and *comparison* of the informants’ responses, and an *induction* (drawing a general conclusion based upon findings of particulars). The structure of the questionnaire form is to be discussed with the experts. (Synek, 2002, pp 18-23)

In the fourth part, introducing in brief one particular successful project, information utilized are gained partly from the websites created within the project, and foremost from the *interviews* with the submitter of the project. Obviously, this part is based on a *description* of the project.

The style used for references in the text is the Harvard style, the bibliography is according to a proposal given by Ing. Pavel Štrach, Ph.D. (Štrach, 2007, pp 14-19).

---

<sup>2</sup> The tables and graphs were processed in the Czech version of MS Excel which is why the Czech punctuation in the data included in them is used (e. g. 2,5 actually means 2.5, etc.)

# 1 Regional Policy of the European Union

## 1.1 *Economic and Social Cohesion Policy 2000-2006*

Economic and Social Cohesion Policy of the EU focuses on overcoming economic and social disparities among particular regions and countries, and it is therefore one of the most significant common policies of the EU. (MMR ČR, 2004c, p. 12)

“For the period between 2000 and 2006, EUR 213 billion had been earmarked for all structural instruments for the 15 Member States. In addition, about EUR 22 billion in pre-accession aid, and another EUR 22 billion in structural interventions for the new Member States in the period 2004-2006, were to be spent within the Union’s adjusted financial perspectives. The total of about EUR 257 billion represents approximately 37 % of the EU budget for the period up to 2006. Most of the funding was spent through multi-annual development programmes, managed jointly by Commission services, the Member States and regional authorities. The European subsidies do not replace but rather supplement national aid.” (EC, 2006)

**Regional policy** of the European Union expresses the solidarity of economically stronger countries and regions with those economically weaker. The assumed result is therefore development of economically backward countries and regions, which will thereafter offer their markets to the economically advanced Member States and thus become providers of help. This cooperation should obviously be advantageous for both receivers and donators of help. (MMR ČR, 2004c, p. 12)

### 1.1.1 **Objectives of the EU Economic and Social Cohesion Policy 2000-2006**

94 % of structural funding for the period 2000-2006 was concentrated on three objectives:

#### ü **Objective 1 *Helping regions whose development is lagging behind to catch up***

The claim on support had NUTS II<sup>3</sup> regions with GDP below the border of 75 % of the EU average. 22 % of EU citizens were entitled to support within Objective 1 in the previous programming period. 69.8 % of the total sums from the Structural Funds had been bestowed to this objective, which was financed from all Structural Funds.

---

<sup>3</sup> So-called cohesion regions, further explanation see later.

ü **Objective 2** *Supporting economic and social conversion in industrial, rural, urban or fisheries dependent areas facing structural difficulties*

This aim was financed from the ERDF and the ESF, 11.5 % of the total sums from the Structural Funds had been allocated for it.

ü **Objective 3** *Modernising systems of training and promoting employment*

12.3 % of the total amount of the Structural Funds had been devoted to this ESF-financed goal. (MMR ČR, 2004c, p. 12; EC, 2006)

### **1.1.2 Instruments of the EU Economic and Social Cohesion Policy**

The goals of the Economic and Social Cohesion Policy were being fulfilled through the Structural Funds, the Cohesion Fund and the Community Initiatives.

#### **1.1.2.1 Structural Funds**

The Structural Funds are one of the most important instruments of the regional and structural policy of the EU. They aim at lowering the disparities in the development of various regions and lowering backwardness of the most disadvantaged regions, emphasizing the economic and social cohesion of the EU. (CCR ČR, 2006)

“Each of the four existing Structural Funds has its own specific thematic area. The *European Regional Development Fund (ERDF)* finances infrastructure, job-creating investment, local development projects and aid for small firms. The *European Social Fund (ESF)* promotes the return of the unemployed and disadvantaged groups to the workforce, mainly by financing training measures and systems of recruitment assistance. The *Financial Instrument for Fisheries Guidance (FIFG)* helps adapt and modernise the fishing industry. The *Guidance Section of the European Agricultural Guidance and Guarantee Fund (EAGGF-Guidance)* finances rural development measures and provides aid for farmers, mainly in regions lagging behind in their development. Other financial instruments exist in addition to these Structural Funds, including notably the Cohesion Fund.” (EC, 2006)

As far as support of tourism is concerned, the crucial role plays the ERDF, eventually the ESF.

#### **The European Regional Development Fund – ERDF**

As for the amount of means, this fund is the largest. It was founded in 1975. Projects within Objective 1 and 2 were financed from the ERDF, they included mainly investments

in infrastructure, creating new job opportunities and support of small and medium-sized enterprises. (MMR ČR, 2004c, p. 14)

### **The European Social Fund – ESF**

This fund was established in 1960 and according to the EU strategy supports activities and policies in the area of employment and human resources development. The means from the ESF could be used to co-finance all the Objectives. (MMR ČR, 2004c, p. 14)

### **Structural Funds and the Czech Republic**

Subventions from the Structural Funds only complement Czech national programmes for financing regional development. This means, therefore, that no programme is fully covered from the EU budget but that it is always necessary to secure co-financing from the public or own resources of the recipient country or to replace these sources by loans. In the CR, the state budget, state funds and public resources of the regions and municipalities play an important part in such co-financing.

The contribution of the Funds was to be a maximum of 75 % of the total eligible costs and, as a general rule, at least 50 % of eligible public expenditure in Objective 1. In case the regions were located in a Member State covered by the Cohesion Fund, which is the case of the Czech Republic, the Community contribution might have risen (in exceptional and duly justified cases) to a maximum of 80 % of the total eligible costs. (MMR ČR, 2004d)

#### **1.1.2.2 Cohesion Fund**

“A special fund, the Cohesion Fund, is designed to assist the least prosperous countries of the Union: the 10 new Member States as well as Ireland (until the end of 2003), Greece, Portugal and Spain. At the beginning, the criterion is that the country’s gross national product (GNP) is no greater than 90 % of the EU’s average for the Union. The Cohesion Fund intervenes throughout the national territory to co-finance major projects involving the environment and trans-European transportation networks rather than programmes and thus makes it possible to avoid having the cost of these works disrupt budgetary efforts in the countries to satisfy the demands of economic and monetary union. Furthermore, it assists these countries to conform to European norms in these areas.

€18 billion had been earmarked for the period of 2000 to 2006, a third of it was reserved for the new Member States between 2004 and 2006.” (EC, 2006)

### **1.1.2.3 Community Initiatives**

They represent a special instrument of the structural policy for solving specific problems concerning the whole territory of the EU. They complement other programmes or simplify their implementation. The Community Initiatives absorb 5.35 % of the Structural Funds budget. The number of initiatives had been reduced to four: INTERREG III, LEADER+, EQUAL and URBAN. Nevertheless, the Czech Republic could only benefit from the initiatives INTERREG and EQUAL.

#### **INTERREG III (A, B, C)**

It focuses on cross-border (A), transnational (B) and interregional (C) co-operation with the aim to support balanced regional planning and development of the whole EU territory. Half of total sums allocated for all the initiatives are addressed to INTERREG III.

#### **EQUAL**

It supports the transnational cooperation and fighting against all types of discrimination and disparities on the labour market. (MMR ČR, 2004c, p. 16)

Approximately **€2,622 million** had been earmarked for structural operations in the Czech Republic for the years 2004-2006 (see Appendix A).

### **1.1.3 Programming procedures**

Programming in the EU functions on the principle of working out perennial development programmes. Structural Funds do not contribute to financing particular actions but to supporting development programmes that have their own budget.

#### **1.1.3.1 System of programming documents**

##### **National Development Plan of the Czech Republic 2004-2006 (NDP)**

It represents the basic strategic document of the Czech Republic to gain support from the Structural Funds and Cohesion Fund. It contains description of the recent situation in the Czech Republic as well as a problem analysis and a definition of principal goals for the years 2004-2006. This strategy is further developed by operational programmes that generally reassume the already proceeding national development programmes. The NDP also establishes system for operating and monitoring the implementation of the Structural Funds and it determinates the financial frame of the support inclusive of sums allocation among particular aiming areas (operational programmes).



The NDP of the Czech Republic 2004-2006 was approved by the Government of the Czech Republic in December 2002. It was submitted to the European Commission<sup>4</sup> already at the beginning of March 2003. The Czech Republic thus became the second candidate country to start negotiations for Community Support Framework (see below).

Its **global objective** was defined as: “*Sustainable growth based on a competitive advantage*”.

**Specific objectives** of the National Development Plan of the Czech Republic are:

- a) generation of conditions for economic growth by strengthening internal factors,
- b) increase in the qualification level, competitiveness and labour force mobility and, at the same time, compensation of economic growth impacts on disadvantaged population groups,
- c) approximation to EU standards in the field of environment,
- d) equable development of regions.

### **Community Support Framework (CSF)**

This document was framed and subsequently approved (December 2003) by the European Commission pursuant to strategic priorities of the NDP CR. It follows the global and specific priorities of the NDP 2004-2006 within the Objective 1 which are further launched through five operational programmes (see below). The CSF further includes an approximate financial plan for every priority and year, financial allocation supposed for contribution of each of the Funds, eventually EIB<sup>5</sup> and other financial sources.

The CSF is another very important document, as it constitutes the basic strategy for socio-economic development of the cohesion regions Central Bohemia, North-West, South-West, North-East, South-East, Central Moravia and Moravia-Silesia for the period 2004-2006.

### **Operational Programmes (OP)**

These also follow the global and specific objectives of the CSF. The operational programmes are in fact mediators of the means from the Structural Funds and the final users. The programmes create conditions for projects prepared by applicants. The projects are only then successful, when the applicants manage to satisfy all these conditions.

---

<sup>4</sup> An EU institution whose task is, among others, to negotiate for membership of candidate countries.

<sup>5</sup> European Investment Bank

The Czech Republic has prepared five operational programmes for the period 2004-2006 within the Community Support Framework:

- **OP Industry and Enterprise,**
- **OP Infrastructure,**
- **OP Rural Development and Multifunction Agriculture,**
- **OP Human Resources Development,**
- **Joint Regional Operational Programme.**

(MMR ČR, 2004a)

The first four operational programmes are sector-targeted whereas the last one aims at development priorities of seven cohesion regions of the Czech Republic – NUTS II (explanation see below). (MMR ČR, 2004c, pp 24-26)

The fifth programme, the Joint Regional Operational Programme, is directly involved in support of tourism and that is why it is going to be described in detail in the following part.

### **Joint Regional Operational Programme (JROP)**

The JROP was negotiated and adopted by the Governmental Resolution No. 79 (2003, 22 January). The programme was submitted to the European Commission on 16 April, 2003.

The JROP is based on a joint development strategy with the regional differences being reflected by different financial weights to priorities and measures in the individual regions. As stated above, the JROP aims at development of the seven cohesion regions of the Czech Republic which are eligible under Objective 1. (Fondy EU, 16. 08. 2006)

#### **1.1.3.2 Cohesion regions NUTS II**

Because of statistical and analytical needs as well as providing data in relation to the European Union, an artificial classification of NUTS (La Nomenclature des Unités Territoriales Statistiques) was established in Act No. 248/2000. The territorial unit NUTS II joins one to three regions (see Appendix B). (ČSÚ, 2006)

#### **1.1.3.3 Participants of the Joint Regional Operational Programme**

##### **Managing Authority**

Following the Governmental Resolution No. 102 of 23 January, 2002, the Ministry for Regional Development was appointed as the JROP Managing Authority. The managing

body is, therefore, one of the Ministry departments, the Department Managing Body of the JROP and the SPD Prague<sup>6</sup>, which bears the total responsibility for successful implementation of the programme. This department creates the rules for the JROP.

### **Intermediate Bodies**

They are the bodies that review the implementation of the JROP.

#### *Regional Councils of the Cohesion Regions NUTS II and their Secretariats*

They were established in all seven cohesion regions NUTS II. In order to provide their function, they appointed a Secretariat at each Regional Authority. Their main task is to review and select the project applications and finally to prepare the contracts.

#### *Centre for Regional Development*

This Intermediate Body has founded its regional subsidiaries in particular NUTS II and it helps the recipients of the funds (mostly the regions and municipalities) with realization of their projects and in fact checks the process of project implementation.

#### *CzechInvest*

This is an expert agency for enterprise which substitutes the Secretariats of the Regional Councils in Measure 1.1 (Enterprise support in selected regions). It has no role in projects connected with development of tourism.

#### *Ministry for Regional Development, Department of Development Programmes in Tourism*

It focuses on judging the transnational projects within Measure 2.3 (Regeneration of selected cities) and part of Priority 4 (Development of Tourism) aimed at tourism.

### **Project Submitters**

They represent the opposite side to the Intermediate Bodies and try to draw subsidies.

The submitters can be divided into following groups:

- a) *Small entrepreneurs,*
- b) *small and medium-sized enterprises,*
- c) *municipalities,*
- d) *municipality unions,*
- e) *regions,*
- f) *region- or municipality-established organizations,*
- g) *state-established organizations, and*

---

<sup>6</sup> Single Programming Document, a programme entitling Prague to drawing sums from the Structural Funds.

h) *non-governmental non-profit corporations* (civil associations, public beneficial organizations, endowments and endowment funds, church juristic bodies).

### **Project Executors**

The Project Executors make the projects and prepare them for participation in the programme. They can be either the project submitters themselves, i. e. future ultimate recipients, or hired specialized companies. (MMR ČR, 2004b, pp 11-12)

#### **1.1.3.4 Final Beneficiary vs. Final Recipient**

There are two ways of subsidiary allotment and thus two different terms – Final Beneficiary and Final Recipient.

The first way of allotment is *direct*: the applicant conducts an individual project and a request, commits them to the appropriate place and after the selection, a contract is drawn with him. In this case, Final Beneficiary is identical with Final Recipient.

In the second case these are different. The Final Beneficiary is only the region which conducts its project, grant scheme, and challenges the applicants to put forward generally smaller projects, so called actions. If these applicants succeed, they become Final Recipients.

The two terms, Final Beneficiary and Final Recipient, are to be distinguished. The Final Recipient can immediately use the acquired funds on behalf of his project (action). The Final Beneficiary, on the other hand, does not use the money – he only creates the terms for those who can use it, i. e. the Final Recipients. (MMR ČR, 2004b, pp 12-13)

#### **1.1.3.5 Acceptance terms**

The applicants are obliged to follow certain rules and satisfy certain conditions when conducting their requests.

**Acceptable costs** are costs that are realized in proper time, in a proper place, in a proper way and only for proper things. Out of the sum of the acceptable costs, a percentage of the subsidy and a percentage of compulsory complicity of the subsidy recipient will be calculated.

#### **1.1.3.6 Time frame**

The JROP is planned for the period 2004-2006. It started by the announcement of the first call for project submitting in May 2004, followed by the announcement of the second call

in September 2004. More detailed description of the calls will be presented later in the thesis. (MMR ČR, 2004b, p. 14)

#### **1.1.3.7 Evaluation and selection of the projects**

If the applicant managed to compile the project in accordance with the rated rules and delivered it to the appropriate place (see Intermediate Bodies) till the deadline, the project is registered and subsequently evaluated by virtue of formal correctness, acceptability and point classification. The criteria are available to each applicant in advance so that he has the possibility to follow them when preparing the project.

As soon as the projects are classified according to points, they are ranged within particular measures or submeasures and consequently chosen based on the number of acquired points. The responsibility for evaluation and selection of the projects pertain the Intermediate Bodies. (MMR ČR, 2004b, pp 14-15)

#### **1.1.3.8 Project financing and subsidy allotment**

The financing of the JROP will be provided from the Structural Funds, while also own resources are expected to be involved. The Czech Republic public sources will be provided first of all from the state budget (Ministry for Regional Development) and from the budgets of regions and municipalities. The support of the JROP from the EU Structural Funds will be provided from two funds – the European Regional Development Fund (ERDF) and the European Social Fund (ESF).

There is a general condition saying that the applicant must be in an instant ability readiness of submitting the project to financial participation in the interval 7 – 25 % out of total acceptable project costs.

As for the subsidy allotment, there is no payment on account available<sup>7</sup>. The method of allotment is therefore dependent on expensiveness and time demandingness of the project. (MMR ČR, 2004b, pp 15-18)

#### **1.1.4 JROP Priorities**

The priorities and measures of the JROP were originally specified in the Governmental Resolution No. 401 of 17 April, 2002.

**The JROP framework is based on 4 priorities focusing on:**

- 1 Support of small and medium enterprises in selected regions*
- 2 Improvement of regional infrastructure*

---

<sup>7</sup> With the exception of projects within Measure 3.2 and in non-governmental non-profit organizations.

### *3 Development of infrastructure for human resources development*

### *4 Support of tourism*

The proposed JROP priorities respect the main objective of the Community assistance to the Objective 1 regions – to contribute significantly to a reduction of economic and social disparities of regions in comparison with the EU average and among the regions within the Czech Republic. The Joint Regional Operational Programme has been designed as a programme for targeted interventions to solve the most urgent common problems of the cohesion regions in the Czech Republic, taking into account the shortened programme period and the funds available.

The most important priority is, considering tourism, obviously the fourth one, support of tourism, and it is therefore the cornerstone of the diploma thesis.

#### **1.1.5 Priority 4 Support of tourism**

The structure of this priority is compiled in the following way:

##### **Measure 4.1 Development of tourism services**

Submeasure 4.1.1 Support of supraregional tourism services

Submeasure 4.1.2 Support of regional and local tourism services

##### **Measure 4.2 Development of tourism infrastructure**

Submeasure 4.2.1 Support of supraregional tourism infrastructure

Submeasure 4.2.2 Support of regional and local tourism infrastructure

##### **1.1.5.1 Measure 4.1 Development of tourism services**

###### **Submeasure 4.1.1 Support of supraregional tourism services**

Within this submeasure, purchase of tourism services executed by public or non-profit corporations is supported. The activities of the project must have nationwide impact or they must concern significant historical and natural landmarks.

*Types of supported projects:*

- § Creation of national standards for the quality of tourism services,
- § uniform classification of tourism activities,
- § participation in exhibitions and fairs,
- § organizing tourism exhibitions and fairs,
- § marketing studies,
- § creation of advertising materials.

*Final users:*

- § State-established organizations,
- § non-governmental non-profit corporations,
- § regions,
- § municipality unions.

#### **Submeasure 4.1.2 Support of regional and local tourism services**

Purchase of tourism services on regional and local level is supported.

*Types of supported projects:*

- § Guidance for small and medium-sized enterprises,
- § creation of partnership in the area of regional tourism,
- § marketing studies,
- § regional advertising materials,
- § advertising and information campaigns,
- § performance of seminars and symposiums on regional level,
- § creation of tourism products in regions.

*Final users:*

- § Regions,
- § municipalities, municipality unions,
- § region- or municipality-established organizations,
- § small and medium-sized enterprises,
- § non-governmental non-profit organizations.

#### **1.1.5.2 Measure 4.2 Development of tourism infrastructure**

##### **Submeasure 4.2.1 Support of supraregional tourism infrastructure**

Investment projects aimed at development of tourism infrastructure on transnational level are supported. The support is conditioned by certification of tourism institution approved by the MRD<sup>8</sup>.

*Types of supported projects:*

- § Construction and renovation of spa infrastructure,
- § construction and renovation of congress centres,
- § creation of nationwide information and reservation system,

---

<sup>8</sup> Ministry for Regional Development of the Czech Republic

- § tourist trails, cycling trails, information centres, park places, informational signposting in protected landscape areas and national parks,
- § reconstruction and renovation of landmarks of nationwide significance,
- § construction and renovation of sports-recreational centres of national and international significance,
- § construction and renovation of infrastructure for international film, theatre and music festivals.

*Final users:*

- § State-established organizations,
- § non-governmental non-profit corporations,
- § municipalities, municipality unions,
- § regions,
- § region- or municipality-established organizations,
- § entrepreneurial corporations.

**Submeasure 4.2.2 Support of regional and local tourism infrastructure**

Projects of tourism infrastructure development in municipalities and regions are supported.

*Types of supported projects:*

- § Reconstruction of cultural, technical and industrial landmarks of regional significance,
- § development of local information systems,
- § development and renovation of tourist trails, cycling trails, horse-trails and nature trails,
- § equipment and facilities of tourist centres,
- § equipment and facilities of sports and recreational centres,
- § construction and renovation of accommodation and catering capacities.

*Final users:*

- § Municipalities, municipality unions,
- § regions,
- § non-governmental non-profit corporations,
- § region- or municipality-established organizations,
- § small entrepreneurs,
- § small and medium-sized enterprises.

(MMR ČR, 2004b, pp 23-25)



## **1.2 Regional policy 2007-2013**

The new EU Regional Policy continues in being the solidarity policy.

The EU devotes more than a third of its budget to lowering the differences in development of particular regions and disparities in welfare of the inhabitants. By means of EU funds, the European Union contributes to the development of laggard regions, to restructuring the industrial areas in trouble, to economic diversification of rural areas with decreasing agriculture, or to revitalization of neglected urban areas.

### **1.2.1 Objectives 2007-2013**

In the programming period 2007-2013, the Regional Policy follows three objectives:

#### **ü Objective *Convergence***

Under this objective, regions with GDP lower than 75 per cent of the EU average are supported. Objective Convergence concentrates on support of amount and creation of vacancies in the least developed Member States and areas. Similarly to the previous Objective 1, Convergence is also financed from the ERDF, ESF, and CF. As for the Czech Republic, all cohesion regions except for NUTS II Prague fall within this objective.

#### **ü Objective *Regional Competitiveness and Employment***

Regions not covered by Objective Convergence are supported, i. e. regions with GDP over 75 per cent of the EU average. The main field of intervention represent the regional programmes for regions and regional authorities' bodies supporting economic changes in industrial, urban and rural areas. It is financed from the ERDF and ESF. Cohesion region Prague falls within Regional Competitiveness and Employment.

#### **ü Objective *European Territorial Cooperation***

This objective is financed from the ERDF and it stems from the Interreg Initiative, supporting further integration of the EU by cooperation on the cross-border, international and interregional levels. Thus this objective cares for harmonic and balanced development in the EU territory. All NUTS III regions in the Czech Republic fall within this objective. (Fondy EU, 2007b)

### **1.2.2 Financial perspectives 2007-2013**

This document represents the budget plan of the EU for the period 2007-2013, approved on 16 December 2005. The EU was to manage the amount of almost €862.4 billion during the

current programming period, which is 1.045 per cent of the EU GDP. More than a third of this sum (€ 308.1 billion) is intended for the EU's regional policy. € 688 billion (i. e. approx. CZK 98 billion annually) from the budget was going to be earmarked for the Czech Republic.

However, Great Britain increased the original budget proposal by EUR 13 billion which means that the Czech Republic will get CZK 778 billion. That is in average about CZK 111 billion per year which is more than four times more compared to the amount of CZK 25.4 billion in the previous programming period. (Fondy EU, 12. 02. 2007)

Allocations of the resources from the EU funds to the three objectives of the Regional Policy 2007-2013 are as follows:

**Table 1 Allocations of the resources from the EU funds to three objectives**

| Objective                                      | Funds for EU-27  |                 | Funds for the Czech Republic                          |                 |
|--|--|-----------------|---|-----------------|
|  |  |                 |   |                 |
| <b>Convergence</b>                             | EUR 251.16 billion (approx. CZK 7,082.80 billion)        | 81.54 %         | EUR 25.89 billion (approx. CZK 730.00 billion)        | 96.98 %         |
| <b>Regional Competitiveness and Employment</b> | EUR 49.13 billion (approx. CZK 1,385.40 billion)         | 15.95 %         | EUR 415.99 billion (approx. CZK 11.73 billion)        | 1.56 %          |
| <b>European Territorial Cooperation</b>        | EUR 7.75 billion (approx. CZK 218.55 billion)            | 2.52 %          | EUR 389.05 billion (approx. CZK 10.97 billion)        | 1.46 %          |
| <b>Celkem</b>                                  | <b>EUR 308.04 billion (approx. CZK 8,686.80 billion)</b> | <b>100.00 %</b> | <b>EUR 26.69 billion (approx. CZK 752.70 billion)</b> | <b>100.00 %</b> |

Source: modified according to a table available at Fondy EU, 2007b.

Note: Currency conversion at the exchange rate EUR 1 = CZK 28.20.

### **1.2.3 New structure of programming documents for using the EU funds**

#### **1.2.3.1 Community Strategic Guidelines for Cohesion, Growth and Jobs**

This is the framework strategic document for cohesion policy which concentrates on a more strategic approach. It is proposed by the European Commission and adopted by the Council. It represents the link between cohesion policy and Lisbon & Gothenburg strategies. (link available at Fondy EU, 14. 02. 2007b)

#### **1.2.3.2 National Development Plan**

There have been no significant changes concerning the National Development Plan made by the Member States. It specifies the priorities and the strategies to their realization as well as the new structure of operational programmes.

### 1.2.3.3 National Strategic Reference Frameworks (NSRF)

This is an entirely new document which represents the crucial programming document of the Czech Republic for using the EU funds in the period between 2007 and 2013.

The basis for the proposal of National Strategic Reference Frameworks was the National Development Plan of the Czech Republic which took cognizance by the Governmental Resolution No. 175/2006.

The analytical part of this document aims at identification of key strengths of our country for strengthening its competitiveness, as well as problematic points and weaknesses which can stand in the way of the sustainable growth of both economy and society.

This document determines the system of operational programmes of the EU Economic and Social Cohesion Policy 2007-2013 through which the priorities are going to be launched.

### 1.2.3.4 Operational Programmes

Pursuant to the defined objectives and priorities of the National Development Plan of the Czech Republic 2007-2013, our country has unlike the previous programming period prepared 24 operational programmes.

Within the first objective, Convergence, there are eight operational programmes plus seven regional operational programmes for cohesion regions NUTS II. Thus, there will be no Joint Regional Operational Programme in the coming programming period any more. Its function, though, will partly take the Integrated Operational Programme which complements the 7 regional operational programmes (see Table 2).

**Table 2 Regional operational programmes 2007-2013**

| Operational programme of the cohesion region | Region (NUTS III)                               |
|--|---|
| Central Bohemia                              | Central Bohemian                                |
| Southwest                                    | Plzeň region and South-Bohemian region          |
| Northwest                                    | Ústí nad Labem- and Karlovy Vary regions        |
| Northeast                                    | Liberec-, Hradec Králové- and Pardubice regions |
| Southeast                                    | Region Highland and South-Moravian region       |
| Central Moravia                              | Olomouc- and Zlín regions                       |
| Moravia-Silesia                              | Moravian-Silesian                               |

Source: Fondy EU, 14. 02. 2007a (NSRF, January 2007 version)

There are two operational programmes for Objective 2 and seven for Objective 3. It is only possible to use one programme per one fund and Member State or NUTS II. (Fondy EU, 2007b)

#### **1.2.3.5 Central Common Information System**

It is one of the necessary presumptions for drawing sums from the structural funds. The Central Common Information System is being created by the Ministry for Regional Development in order to manage, monitor and evaluate programmes and projects in all its phases. The System is going to be the primary instrument for communication between the Ministry of Finance and the European Commission. (Fondy EU, 14. 02. 2007a)

### **1.3 Summary: Regional Policies 2004-2006 and 2007-2013 in the Czech Republic compared**

#### **1.3.1 Objectives and instruments**

The number of the main objectives – three – remains the same, however, their wording have changed. For further information, see Appendix C *Comparison of Objectives and instruments of Cohesion Policy in the programming periods 2000-2006 and 2007-2013*.

#### **1.3.2 Structure of programming documents**

The following table shows the differences in programming documents within the two programming periods:

**Table 3 Differences in the structure of programming documents**

| 2004-06                              | 2007-13  |
|--------------------------------------|--|
| National Development Plan CR 2004-06 | Community Strategic Guidelines for Cohesion, Growth and Jobs |
| Community Support Framework          | National Development Plan CR 2007-13                         |
| 5 Operational Programmes             | National Strategic Reference Frameworks                      |
| Community Initiatives                | 24 Operational Programmes                                    |

Source: organized according to the data mentioned above

#### **1.3.3 Operational Programmes**

As written above, the amount of operational programmes increased rapidly. The details are shown in the table again.

**Table 4 Differences in operational programmes**

| 2004-06  | 2007-13   |                       |
|--|---|-----------------------|
| Objective 1  | Objective <i>Convergence</i>                                      |                       |
| OP Industry and Enterprise                         | OP Transport (ERDF + CF)  | Infrastructure        |
| OP Infrastructure                                  | OP Environment (ERDF + CF)  |                       |
| OP Rural Development and Multifunction Agriculture | OP Enterprise and Innovation (ERDF)                               | Enterprise            |
| OP Human Resources Development                     | OP Research and Development for Innovation (ERDF)                 |                       |
| JROP   | OP HR and Employment (ESF)  | Human Resources       |
| INTERREG III                                       | OP Education for Competitiveness (ESF)                            |                       |
| EQUAL  | 7 regional OP (ERDF)  | Regional intervention |
|  | Integrated OP (ERDF)  |                       |
|  | OP Technical Assitance (ERDF)                                     |                       |
| Objective 2 (Prague)                               | Objective <i>Regional Competitiveness and Employment (Prague)</i> |                       |
| Single Programming Document                        | OP Competitiveness (ERDF)   |                       |
| EQUAL  | OP Adaptability (ESF)   |                       |
| Objective 3 (Prague)                               | Objective <i>European Territorial Cooperation</i>                 |                       |
| Single Programming Document                        | 5 OP Cross-border Cooperation                                     |                       |
| EQUAL  | OP Interregional Cooperation                                      |                       |
|  | OP Supranational Cooperation                                      |                       |

Source: organized according to the data mentioned above

### 1.3.3.1 JROP vs. ROPs

As I concentrate foremost on the JROP in my diploma thesis, I discussed its splitting into particular regional programmes with Ing. Jiří Kořínek, the then executive of the Secretariat of the Regional Council of NUTS II Central Bohemia.

I was primarily concerned about the reason why actually the JROP was cancelled and instead, each region was to create its own regional operational programme.

The idea of creating individual regional operational programmes for each region stood already at the beginning of preparations of drawing sums from the Structural Funds. Nevertheless, the Government decided, in the end, to create the Joint Regional Operational Programme which meant, in fact, establishing equal conditions for all NUTS II regions. (Středočeský kraj, 2005, p. 8)

Anyway, the situation has changed recently, so what changes will having seven Regional operational programmes instead of one joint programme bring? To find out, I addressed the Regional Authority, namely Ing. Jiří Kořínek from the Secretariat of Regional Council.

Dissolving the JROP and creating the ROPs in individual regions is in fact a matter of decentralization. Till the end of 2006, the Secretariats of Regional Councils together with the Centre for Regional Development, had been the Intermediate Bodies, while the Managing Authority had been the Ministry for Regional Development. However, since 2007 on, the Secretariats are to assume both functions. This means the Secretariats are to be the guarantees of particular Regional operational programmes.

According to Mr. Kořínek, such arrangement should bring better conditions not only for the Secretariats of Regional Councils but especially for the project submitters as it should simplify the procedures connected with creating and submitting projects. Before, with the central JROP, the process of transferring information from the JROP headquarters to the project submitters was more complicated and thus slower. Decentralization should therefore mean improvement. (Kořínek, interview, 27. 10. 2006)

#### **1.3.3.2 ROP NUTS II Central Bohemia**

The Regional Operational Programme NUTS II Central Bohemia will be financed from the European Regional Development Fund. The total allocation for the programme amounts **€559.1 mil.** (12 % out of the total allocation for all ROPs).

The **global objective** of the ROP NUTS II Central Bohemia till 2013 is *to increase the GDP per capita to the level of at least 75 % of the EU 25 average and to ensure a high quality of life of citizens of the region* via improving the environment and traffic situation in the wider suburban zone of Prague, as well as *to improve the quality of life in the marginal areas of the region* via development of small and medium towns representing the natural poles of economic growth of the region.

The **specific objectives** concern e. g. increasing the mobility of the citizens, increasing the visit rate and local revenues from tourism, improving the social infrastructure, and improving the environment in the urban areas.

*The priority axes and fields of intervention:*

#### **Priority axis 1 – Transport**

1.1 Regional transport infrastructure

1.2 Sustainable forms of public transport

**Priority axis 2 – Tourism**

- 2.1 Entrepreneurial infrastructure and tourism services
- 2.2 Public infrastructure and tourism services
- 2.3 Promotion and control of tourism destinations of Central Bohemia

**Priority axis 3 – Integrated development of the area**

- 3.1 Development of regional centres
- 3.2 Development of towns
- 3.3 Development of countryside

**Priority axis 4 – Technical assistance**

- 4.1 Controlling, checking, monitoring and evaluation of the programme
- 4.2 Awareness and publicity of the programme
- 4.3 Increasing the absorption capacity

(Fondy EU, 01. 02. 2007)

## **2 Evaluation and comparison of results of the JROP calls for submitting projects in Central Bohemia**

This part offers an overview of results of particular calls for submitting individual projects concerning development of tourism in the cohesion region Central Bohemia. Therefore, only proposals within Submeasure 4.2.2 – Support of regional and local tourism infrastructure are taken into account. Nevertheless, the concrete data are preceded by a brief description of the very first call which was proclaimed in May 2004. The following calls had basically the same wording as the first one. A description of the project evaluation process is also included. However, first of all, the Central Bohemia Region is to be specified and introduced.

### ***2.1 Central Bohemia vs. NUTS II Central Bohemia***

The thesis is focused on summarizing the impacts of the JROP on the development of tourism in Central Bohemia. Nevertheless, the term “Central Bohemia” can be used in at least three different meanings. It is therefore necessary to make the terms clear.

Central Bohemia, in the geographical sense, is a region lying in the middle of the Czech Republic, in a form of a ring surrounding the capital city of Prague.

However, as a territorial unit, it can be understood either as “NUTS II Central Bohemia”, or “NUTS III Central Bohemia”. “NUTS” represents an artificial territorial unit, introduced due to the EU’s standards (see 1.1.3.2 Cohesion Regions NUTS II). As the regions in the Czech Republic are, in comparison with the others within the EU, smaller, NUTS II – the so-called cohesion regions – join one to three regions together, to make them comparable with other regions in the EU member countries, eligible for the assistance from the Structural Funds.

Central Bohemia, together with Moravia-Silesia, are the only regions whose territorial definition “NUTS II” corresponds with that of “NUTS III”. Both regions are large enough to be defined as NUTS II and at the same time, they have never been divided into smaller units before, which is why they are defined as both NUTS III and NUTS II regions.

In this diploma thesis, specifying the type of “NUTS” in connection with Central Bohemia is therefore not necessary, using the term “Central Bohemia” is thus to be understood as either NUTS II Central Bohemia, or NUTS III Central Bohemia (or Central Bohemia/the Central Bohemia Region as a geographical specification – it does not matter as all these three terms are equal).



Nevertheless, it is crucial to distinguish the two NUTS meanings when comparing Central Bohemia with other regions – both NUTS II and NUTS III. As mentioned above, NUTS II Central Bohemia (and NUTS II Moravia-Silesia, too) is an exception, for those five remaining NUTS II regions (North-West, South-West, North-East, South-East and Central Moravia) can be subdivided into two or three NUTS III regions. And above all, Central Bohemia shows contrasting results when being compared with NUTS II regions, and then with NUTS III regions.

The two meanings are hence distinguished properly by adding the title “NUTS II” or “NUTS III” to “Central Bohemia” where needed in the diploma thesis. Notwithstanding, where just the term “Central Bohemia” is used, the meaning is not necessary to be defined and the terms can thus be confused.

As Central Bohemia is the key destination regarding this thesis, it is suitable to be introduced briefly.

### **2.1.1 Central Bohemia - characteristics**

The following table offers an overview of the most important statistical data about Central Bohemia. The picture below depicts the statistical division of the Central Bohemia Region.

**Table 5 Statistical data about Central Bohemia**

|                       |                              |
|-----------------------|------------------------------|
| Area                  | 11,014 km <sup>2</sup>       |
| Inhabitants           | 1,135,795 (as of 1. 1. 2004) |
| Share of the CR's GDP | 9%                           |
| Unemployment          | 7% (as of 1. 2. 2005)        |
| Districts             | 12                           |
| Municipalities        | 1,146 (of this 71 towns)     |
| Governor              | Petr Bendl                   |

Source: Středočeský kraj, 2004

**Figure 1 Statistical division of Central Bohemia**



Source: Středočeský kraj, 2006b

#### **2.1.1.1 Facts**

The region of Central Bohemia covers 14 % of the total area of the Czech Republic. Its inhabitants represent 10.86 % of the population. Regarding its area and number of communities, the Central Bohemia Region is the largest in the country, lying in the central part of the Czech basin. It surrounds the capital Prague which is a self-governing territorial unit. The most important transport and communication arteries pass through the territory of this region, linking the other regions with the capital. The region contains both important industrial towns and extensive, sparsely populated agricultural areas. The entire region has a chiefly rural character.

#### **2.1.1.2 Natural characteristics**

Two types of landscape make up the territory of the region. The north-eastern half is dominated by flat lowlands around the river Elbe, used as agricultural land and partly covered with forests. The south-western part is hilly and wooded. Nature lovers appreciate the fact that Central Bohemia contains several protected areas, the most important and largest of them being is the Křivoklát region (Křivoklátsko), a UNESCO biospheric reservation. The Křivoklát region adjoins the geological phenomenon known as the Czech karst, the largest karst region in Bohemia with its famous Koněprusy caves. A major part of the territory of Kokořínsko, a protected natural environment, lies within the Central Bohemia Region, with its typical canyon-like valleys and sandstone rocks. Central Bohemia is also the gateway to the Czech Paradise (Český Ráj). Several important rivers

flow through the region: the Berounka, Vltava, Jizera, Elbe and Sázava. The rivers and dams constructed on them are popular locations for water sports and recreation.

#### **2.1.1.3 Cultural and historical monuments**

A large number of rare monuments document the rich history of the Central Bohemia Region. Among ancient castles such as Křivoklát, Konopiště, Kokořín and Český Šternberk, Karlštejn stands out as a true architectural masterpiece whose gold chamber and frescoes by Master Theodoric ensure its position among the most important monuments in Europe. Noble seats with their magnificent gardens have survived from the Renaissance and Baroque periods: the Renaissance palace in Nelahozeves or the Baroque castles in Dobříš and Mnichovo Hradiště. Also famous is the Lány estate, the summer presidential residence. Practically all the towns in Central Bohemia can boast a historical centre, among them Kolín, Mělník, Mladá Boleslav, Slaný, Kladno, Beroun, Rakovník, Příbram and Benešov. Kutná Hora is a true gem: it was an affluent town during the Middle Ages thanks to the revenue from the local silver mines.

#### **2.1.1.4 Economic situation**

The Central Bohemia Region is a fully developed industrial territory with a great tradition enjoyed by the automobile plant in Mladá Boleslav, the breweries in Velké Popovice and Krušovice and the glassworks in Poděbrady and Sázava. A number of international companies have their headquarters in the region. The Central Bohemia Region is currently undergoing the restructuring and development of its economy and foreign companies have opened numerous light industry plants here in recent years.

#### **2.1.1.5 Regional development**

The regional development strategy adopted by the Central Bohemia Region is to create the organically developing centre of Bohemia with mutually beneficial links with the capital Prague. It also seeks to develop urbanised, outlying and rural areas whilst respecting the heterogeneity of the natural and ecological conditions governing individual parts of the region. The chief aim is to ensure the balanced growth of the entire region based on principles of integration and continually tenable development, for which the prosperity of the infrastructure is an essential prerequisite. The completion of the ring road around Prague is being planned which will affect the Central Bohemia Region.

The Central Bohemia Region is predominantly a rural area with its own infrastructure. Several projects are under way for the renovation of the countryside in the region. There are also plans for the multi-purpose application of the Mladá former military

sector, in disuse until now. Certain rural areas are focusing on the growth of tourism, for example, the tourist park and development of the recreational district of Sedlec-Prčice. (Středočeský kraj, 2004)

## ***2.2 Description of the first call for project proposals***

### **2.2.1 Financed activities in Submeasure 4.2.2**

Integrated projects of regional or supraregional significance aimed at development of tourism infrastructure in municipalities and regions were supported - e. g. reconstruction and renovation of monuments of regional significance including the necessary access infrastructure (cultural, technical and industrial monuments), as well as reconstruction and renovation of buildings serving tourism (open-air museums, museums, etc.), development of local or regional information systems for tourism, development and renovation of tourist trails, cycling trails, horse-trails, etc. The total acceptable costs could not have got over €3 billion.

### **2.2.2 Suitable applicants**

Municipalities, municipality unions, regions, non-governmental non-profit corporations, state-established organizations and organizations established by regions or municipalities.

### **2.2.3 Recommended structure of financing**

The support was to be provided as an irreversible help (subsidy).

### **2.2.4 Minimum admissible sum of total acceptable costs**

Minimum admissible sum of total acceptable costs within Submeasure 4.2.2 means that every single project was to cost at least CZK 2 million.

### **2.2.5 Place of realization of the project**

All cohesion regions except for Prague were considered suitable areas.

### **2.2.6 Duration of the project**

Projects within the JROP can be realized continuously till August 31, 2008. Maximum recommended duration of realization of the project is 24 months.

### **2.2.7 Criteria for providing irreversible direct subsidy for individual projects**

Selection of the projects was based on the principle of competition among the submitted projects that had reached the best evaluation. The amount of supported projects was then limited by the sum of allotment for the given measure.

Criteria: Fulfilment of formal requirements, fulfilment of acceptability and selection criteria. (Středočeský kraj, 2006c)

The terms equal in all cohesion regions of the Czech Republic.

## **2.3 Evaluation procedures**

After the deadline, the Regional Council of NUTS II Central Bohemia evaluates the submitted projects and approves a list of projects intended for support from the EU Structural Funds within the JROP.

If the project fulfils the formal and acceptability criteria, it proceeds to the second phase of evaluation, in which quality of submitted projects is judged. Each project is given points according to appropriate tables. Point-evaluation is then compared with maximum number of points in the submeasure and expressed in percentage. According to point-evaluation, a list of projects recommended to be approved (by the Ministry for Regional Development) is created.

## **2.4 Results of calls in NUTS II Central Bohemia (4.2.2 only)**

The following table gives an overview of all approved projects in the five calls for submitting project proposals in Submeasure 4.2.2 – Support of regional and local tourism infrastructure within NUTS II Central Bohemia. Actually, the fourth call did not concern Submeasure 4.2.2. As we can see, 14 projects have been successful, with their total acceptable costs reaching up to CZK 146.5 million. More than CZK 107 million has been required from the EU.

**Table 6 Approved projects in Calls 1 – 5 in NUTS II Central Bohemia (Submeasure 4.2.2)**

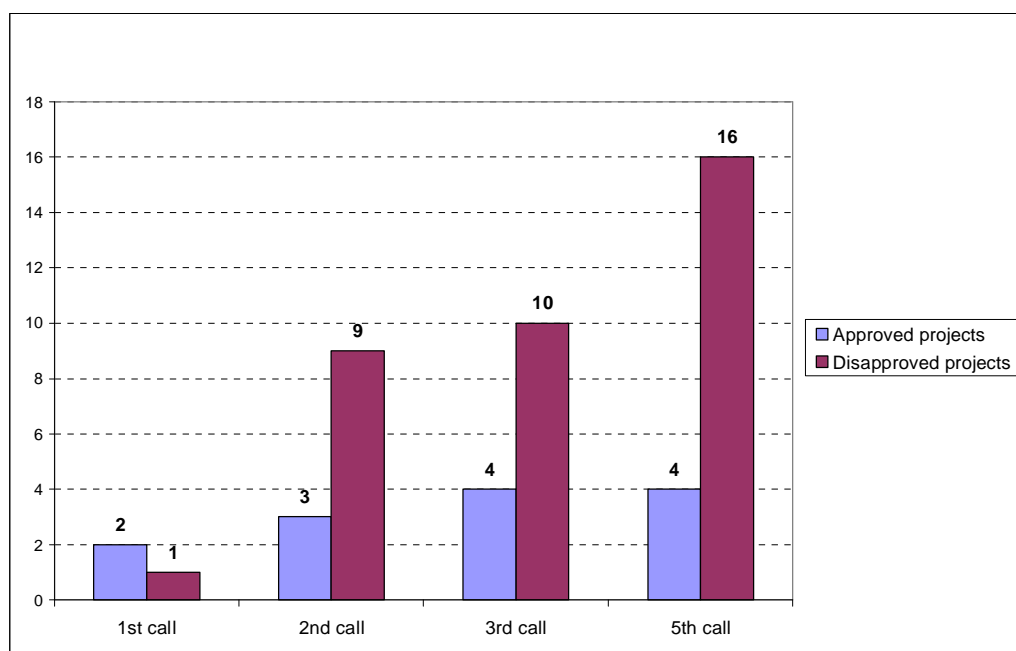
| Project's title   | Applicant  | Acceptable costs (CZK) | Required from EU (CZK) | Points (%) |
|---|--|------------------------|------------------------|------------|
| <b>1. CALL</b>  |  |                        |                        |            |
| Renovation of cultural monument - the park of the Vlašim castle                                 | The town of Vlašim   | 7 450 518,00           | 5 587 889,00           | 69,06      |
| Development and revitalization of tourist trail "Through the region of the battle at Kolín"     | The municipality of Nová Ves                               | 5 680 478,00           | 4 260 358,00           | 60,75      |
| Creation of information centre in Mnichovice  | The town of Mnichovice                                     | 3 916 623,00           | 2 937 467,25           | 58,11      |
| <b>2. CALL</b>  |  |                        |                        |            |
| Sedlčany district by bicycle  | Association of municipalities of the Sedlčany district     | 6 962 341,00           | 5 221 755,75           | 71,93      |
| Mining train Březové Hory   | The town of Příbram  | 4 779 294,90           | 3 584 471,10           | 70,18      |
| <b>3. CALL</b>  |  |                        |                        |            |
| Following the knights of Blaník both by bicycle and on foot                                     | The municipality of Kondrac                                | 8 951 660,00           | 6 713 745,00           | 71,13      |
| Reconstruction and foundation of museum and gallery in Bauer Villa by the architect Josef Gočár | "Czech cubism" foundation                                  | 21 776 238,00          | 14 698 960,65          | 66,32      |
| Renovation of historical Kolín sugar-beet-groove  | The club for Kolín sugar-beet-groove renewal               | 15 735 576,00          | 10 621 513,80          | 65,81      |
| Tourist centre of the cyclotrack Prague - Dresden   | The municipality of Chvatěruby                             | 8 777 365,00           | 6 583 024,00           | 65,81      |
| <b>4. CALL</b>  |  |                        |                        |            |
| <b>5. CALL</b>  |  |                        |                        |            |
| Renovation of Vlašim castle and park (2. phase)   | The town of Vlašim   | 16 998 880,00          | 12 749 160,00          | 83,74      |
| Reconstruction of visitors' areas of Sládeček homeland museum in Kladno                         | Central Bohemia  | 5 281 614,00           | 3 961 210,50           | 81,14      |
| Zruč castle reborn (1. phase)   | The town of Zruč nad Sázavou                               | 21 226 846,00          | 15 920 134,00          | 78,54      |
| Reconstruction of east wing of Liblice castle   | The centre of common activities of the Academy of Sciences | 18 972 000,00          | 14 229 000,00          | 74,96      |
| <b>Total</b>  | <b>x</b>   | <b>146 509 433,90</b>  | <b>107 068 689,05</b>  | <b>x</b>   |

Source: Středočeský kraj, 2006a

### 2.4.1 Comparison of results of particular calls in NUTS II Central Bohemia

In this part, the results are compared according to three criteria. The first one is the amount of successful projects within the calls, on contrary then the number of rejected projects is going to be taken into account. As a result, a percentage of successfulness of projects in particular calls will emerge. The aim of this partial survey is to find whether there are substantial differences among the calls proclaimed in Central Bohemia, and eventually to find reasons for the disparities.

**Graph 1 Approved and disapproved projects in calls 1 – 5**



Source: organized according to data mentioned above

The graph indicates that while the amount of approved projects grew very slowly (actually, it was relatively decreasing), the number of disapproved and rejected projects was increasing steadily. Such tendency is quite interesting regarding the fact that it should be vice versa. The reasons are quite logical: the amount of money available gets lower with each next call as it is cut by the amount of money given to successful projects. With the third challenge, the funds available for 2005 had been exploited.

The following table provides a percentual expression of a ratio between the approved and disapproved plus substitute projects.

**Table 7 Successfulness of projects in calls 1 – 5**

| Call No. | Successfulness (%) |
|----------|--------------------|
| 1        | 66,7%              |
| 2        | 23,1%              |
| 3        | 20,0%              |
| 5        | 11,1%              |

Source: organized according to data mentioned above

## 2.4.2 Comparison of results of NUTS II Central Bohemia with other cohesion regions

This part deals with the analysis of the data of 31 December 2006, including both individual projects and grant schemes. The first section offers an overview of the amount of projects submitted in particular regions (NUTS III) and cohesion regions (NUTS II).

### 2.4.2.1 Number of submitted projects according to regions and NUTS II (as of 31 December 2006)

Table 8 Number of submitted projects in NUTS II and NUTS III regions (31 December 2006)

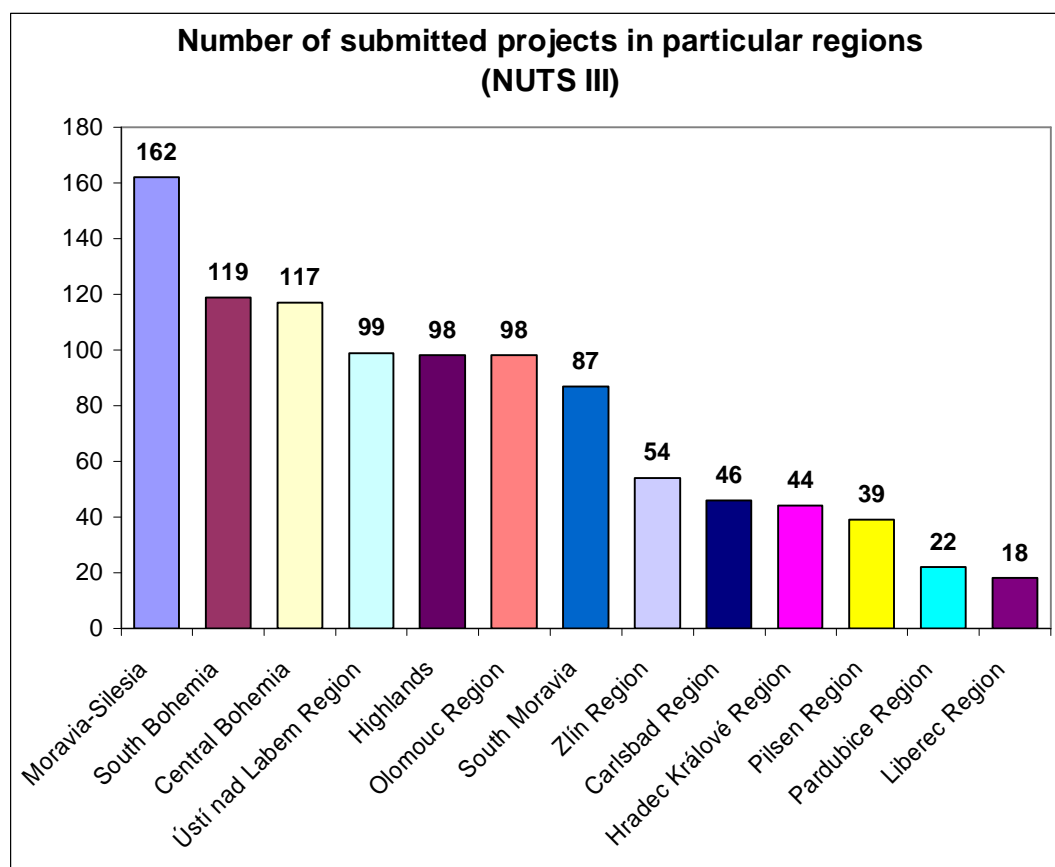
| Region / NUTS II       | Submeasure 4.2.2 |
|------------------------|------------------|
| <b>Central Bohemia</b> | <b>117</b>       |
| Central Bohemia        | 117              |
| <b>South-West</b>      | <b>158</b>       |
| South Bohemia          | 119              |
| Pilsen Region          | 39               |
| <b>North-West</b>      | <b>145</b>       |
| Ústí nad Labem Region  | 99               |
| Carlsbad Region        | 46               |
| <b>North-East</b>      | <b>84</b>        |
| Liberec Region         | 18               |
| Hradec Králové Region  | 44               |
| Pardubice Region       | 22               |
| <b>South-East</b>      | <b>185</b>       |
| South Moravia          | 87               |
| Highlands              | 98               |
| <b>Central Moravia</b> | <b>152</b>       |
| Olomouc Region         | 98               |
| Zlín Region            | 54               |
| <b>Moravia-Silesia</b> | <b>162</b>       |
| Moravia-Silesia        | 162              |
| <b>Total</b>           | <b>1003</b>      |

Source: Fondy EU, 18. 01. 2007

The table as well as the graph below show the amount of projects submitted in NUTS III and NUTS II. As for the NUTS III regions, the highest number of projects was submitted in Moravia-Silesia, followed by the South Bohemia Region and Central Bohemia. On the contrary, in Liberec and Pardubice Regions, the number of submitted projects was the lowest. In total, 1003 projects were submitted in all regions till 31 December 2006.



**Graph 2 Number of submitted projects in particular NUTS III regions**

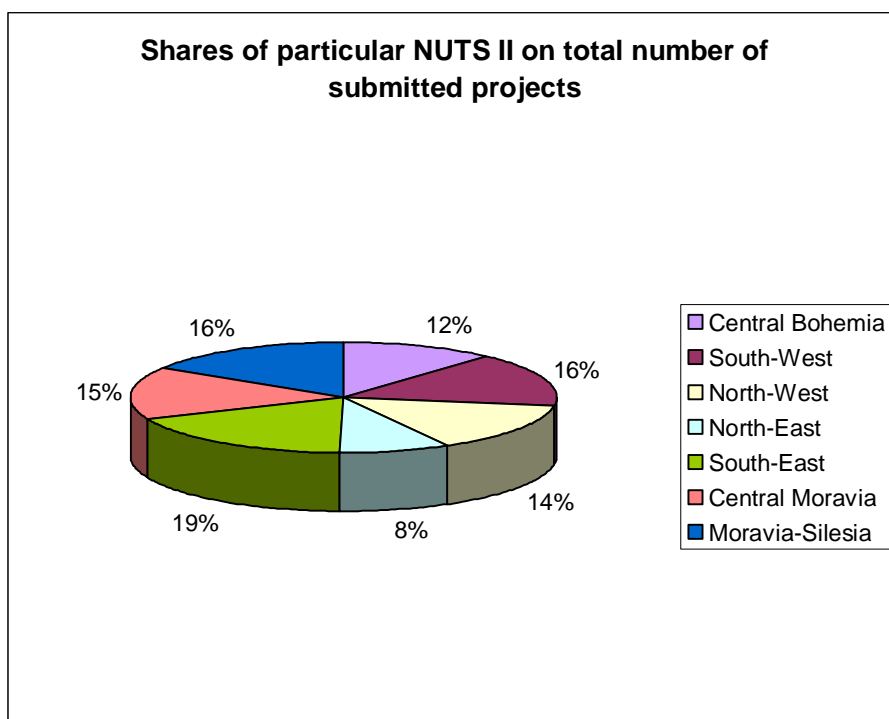


Source: Fondy EU, 18. 01. 2007

The following graph shows the shares of particular NUTS II on the total amount of submitted projects. From this point of view, South-East is the leading NUTS II region, with 19 per cent of the submitted projects. 16 per cent of all projects were submitted in NUTS II Moravia-Silesia and equally in NUTS II South-West. The lowest share on the total sum of submitted projects – 8 per cent only – had NUTS II North-East.

It is obvious from the graph below and up that using the two measures of comparison – according to NUTS II or NUTS III – brings different conclusions as far as Central Bohemia is concerned. Its third position among NUTS III presumably results from its primacy regarding the area of the region because apart from that, Central Bohemia as NUTS II submitted not more than 12 per cent which is the second lowest percentage.

**Graph 3 Shares of NUTS II regions on total number of submitted projects**



Source: Fondy EU, 18. 01. 2007

#### **2.4.2.2 Required EU subsidies according to NUTS II and NUTS III regions (as of 31 December 2006)**

This section deals with the required financial support from the EU funds. Again, it only refers to Submeasure 4.2.2 Support of regional and local infrastructure, restricted to the end of 2006.

As the table below indicates, the total amount of sums required from the European Regional Development Fund reached CZK 6.7 billion. As for NUTS II regions, the highest requirements had Moravia-Silesia (CZK 1.3 billion), followed by Central Moravia (CZK 1.2 billion) and South-West (CZK 1.1 billion), which is quite logical, as these two submitted the highest number of projects. Surprisingly, NUTS II South-East, which submitted the most projects, required only CZK 0.9 billion. Anyway, the least demanded NUTS II Central Bohemia (CZK 0.6 billion).

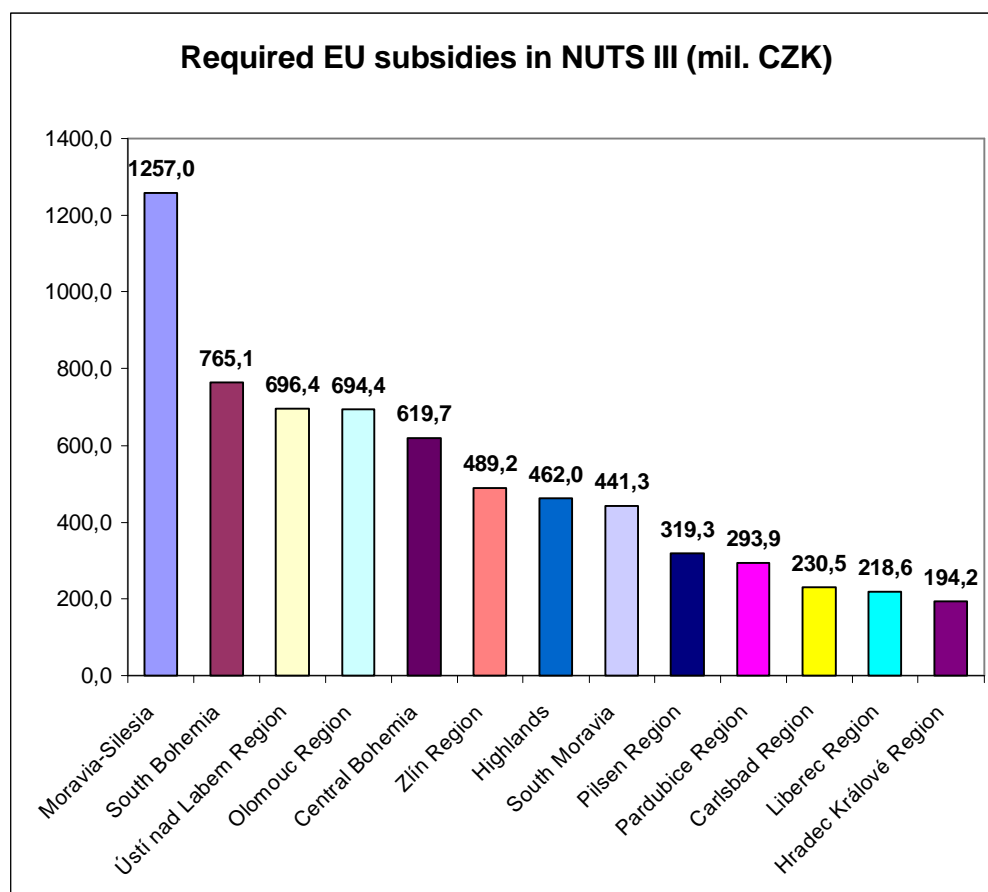
Considering NUTS III regions, Moravia-Silesia (CZK 1,257 million), South Bohemia (CZK 765.1 million) and Ústí nad Labem Region (CZK 696.4 million) claimed the most. This rank roughly corresponds with the number of projects submitted in these regions. The lowest financial requirements, not surprisingly, showed Hradec Králové Region (CZK 194.2 million), Liberec Region (CZK 218.6 million) and Carlsbad Region (CZK 230.5 million).

**Table 9 Required EU subsidies (mil. CZK)**

| Region / NUTS II       | Submeasure 4.2.2 |
|------------------------|------------------|
| <b>Central Bohemia</b> | <b>619,7</b>     |
| Central Bohemia        | 619,7            |
| <b>South-West</b>      | <b>1 084,4</b>   |
| South Bohemia          | 765,1            |
| Pilsen Region          | 319,3            |
| <b>North-West</b>      | <b>926,9</b>     |
| Ústí nad Labem Region  | 696,4            |
| Carlsbad Region        | 230,5            |
| <b>North-East</b>      | <b>706,7</b>     |
| Liberec Region         | 218,6            |
| Hradec Králové Region  | 194,2            |
| Pardubice Region       | 293,9            |
| <b>South-East</b>      | <b>903,3</b>     |
| South Moravia          | 441,3            |
| Highlands              | 462,0            |
| <b>Central Moravia</b> | <b>1 183,6</b>   |
| Olomouc Region         | 694,4            |
| Zlín Region            | 489,2            |
| <b>Moravia-Silesia</b> | <b>1 257,0</b>   |
| Moravia-Silesia        | 1 257,0          |
| <b>Total</b>           | <b>6 681,6</b>   |

Source: Fondy EU, 18. 01. 2007

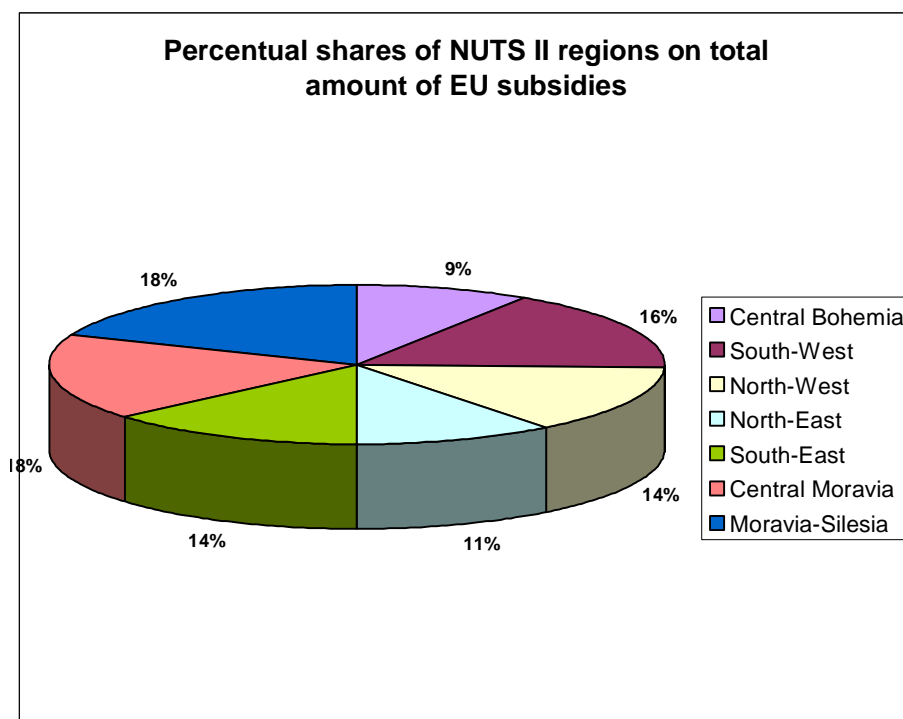
**Graph 4 Required EU subsidies in NUTS III (mil. CZK)**



Source: Fondy EU, 18. 01. 2007

The following graph clearly depicts the percentual shares of particular NUTS II regions on the total amount of money required from the ERDF. We can see that almost a fifth claims Moravia-Silesia, another fifth (18 per cent) then Central Moravia, while Central Bohemia draws less than a tenth of the total sum of EU subsidies. It is even less than NUTS II South-East, traditionally the least active cohesion region, demanded.

**Graph 5 Percentual shares of NUTS II regions on total amount of EU subsidies**



Source: Fondy EU, 18. 01. 2007

#### **2.4.2.3 Sequence of regions (NUTS II and NUTS III) according to submitted projects and according to amount of required EU subsidies**

This section offers a general overview showing the sequence of particular NUTS III and subsequently NUTS II regions both according to the amount of submitted projects and according to the amount of sums required from the EU funds (ERDF). Thus, we can see if the number of submitted projects corresponds with the amount of required EU money.

#### **NUTS III regions**

It is interesting that only at the first two positions (Moravia-Silesia and South Bohemia), the rank in both views agrees. Considering NUTS III Central Bohemia, although it submitted a relatively high number of projects, looking in the chart below, we will find out it did not require so much money. Actually, Central Bohemia was at the fifth position

among the other NUTS III regions. Traditionally, the regions Liberec, Hradec Králové, Pardubice and Carlsbad occupied the bottom of the table in both aspects.

**Table 10** Sequence of NUTS III regions according to number of submitted projects and EU money required

| Rank | According to amount of projects submitted | According to amount of EU subsidies |
|------|---|-------------------------------------|
| 1.   | Moravia-Silesia                           | Moravia-Silesia                     |
| 2.   | South Bohemia                             | South Bohemia                       |
| 3.   | <b>Central Bohemia</b>                    | Ústí nad Labem Region               |
| 4.   | Ústí nad Labem Region                     | Olomouc Region                      |
| 5.   | Highlands                                 | <b>Central Bohemia</b>              |
| 6.   | Olomouc Region                            | Zlín Region                         |
| 7.   | South Moravia                             | Highlands                           |
| 8.   | Zlín Region                               | South Moravia                       |
| 9.   | Carlsbad Region                           | Pilsen Region                       |
| 10.  | Hradec Králové Region                     | Pardubice Region                    |
| 11.  | Pilsen Region                             | Carlsbad Region                     |
| 12.  | Pardubice Region                          | Liberec Region                      |
| 13.  | Liberec Region                            | Hradec Králové Region               |

Source: Fondy EU, 18. 01. 2007

## NUTS II regions

The following table complements the previous one, this time giving a summary of results in terms of NUTS II regions. Again, both categories – the amount of submitted projects and the amount of EU subsidies, are taken into account.

We can see again that only once had the region the same position in both aspects, and that was NUTS II South-West: each time at the third position. Moravia-Silesia required the most but also submitted the second highest number of projects. On contrary, South-East submitted the most projects but considering its financial requirements toward the European Funds, it occupied the fifth place.

Central Bohemia, this time as NUTS II, occupied the sixth place from the view of submitted projects, and at the same time, it demanded the least of the other six NUTS II regions.

**Table 11** Sequence of NUTS II regions according to number of submitted projects and EU money required

| Rank | According to amount of projects submitted | According to amount of EU subsidies |
|------|---|-------------------------------------|
| 1.   | South-East                                | Moravia-Silesia                     |
| 2.   | Moravia-Silesia                           | Central Moravia                     |
| 3.   | South-West                                | South-West                          |
| 4.   | Central Moravia                           | North-West                          |
| 5.   | North-West                                | South-East                          |
| 6.   | <b>Central Bohemia</b>                    | North-East                          |
| 7.   | North-East                                | <b>Central Bohemia</b>              |

Source: Fondy EU, 18. 01. 2007

#### **2.4.2.4 Comparison of shares of particular NUTS III regions in terms of economic efficiency and activity in the JROP (in 4.2.2 only)**

In this partial analysis, three indicators are compared in each region: the regional share on the GDP of the Czech Republic, its share on the total number of submitted projects in Submeasure 4.2.2 and finally, the share on required EU subsidies to these submitted projects.

Looking in the chart below, one can see that in some of the regions, there are quite significant disproportions regarding the three criteria. There are both positive and negative differences, a positive difference meaning that the region has a greater share on the total amount of submitted regions than on the GDP. Such positive difference can we find in 6 of the 13 regions, particularly in South Bohemia (4.52 %), Highlands (4.49 %), the Olomouc Region (3.34 %), and Moravia-Silesia (2.23 %). The most striking negative difference showed South Moravia (-5.19 %) and the Pardubice Region (-3.34%). Relatively negative results gave also the Liberec (-2.82 %) and the Pilsen (-2.77 %) Regions. The shares of other regions were quite balanced. As for Central Bohemia, its share on the total number of submitted projects was by 0.48 % lower than on the GDP.

Considering the difference between shares on required EU subsidies to submitted projects, it was most remarkably positive in Moravia-Silesia (4.89 %), in South Bohemia (4.11 %), and in the Olomouc Region (3.96 %). On contrary, significant negative differences showed South Moravia (-7.26 %), the Hradec Králové Region (-3.36 %), and also Central Bohemia (-2.88 %). The ratios of the other regions were balanced again. Anyway, 7 of the 13 NUTS III regions showed positive results this time.

To sum up, generally the most favourable results showed South Bohemia, the Olomouc Region and Moravia-Silesia, whereas South Moravia the worst. Also, the regions of Hradec Králové, Pilsen, Pardubice, and Liberec had rather dissatisfactory results.

Regarding Central Bohemia, the results are not good as well, as it has a slightly negative ratio between the share on submitted projects and on GDP, however, its ratio between the required subsidies and the GDP is the third worst of all the other regions.

**Table 12 Shares of NUTS III regions on GDP and required EU subsidies to submitted projects**

| NUTS III               | Share on GDP  | Share on submitted projects | Share on required EU subsidies to submitted projects | Share on submitted projects / Share on GDP | Share on required EU subsidies / Share on GDP |
|------------------------|---------------|-----------------------------|--|--|---|
| <b>Central Bohemia</b> | <b>12,15%</b> | <b>11,67%</b>               | <b>9,27%</b>   | <b>-0,48%</b>                              | <b>-2,88%</b>                                 |
| South Bohemia          | 7,34%         | 11,86%                      | 11,45%   | 4,52%                                      | 4,11%   |
| Pilsen Region          | 6,66%         | 3,89%                       | 4,78%  | -2,77%                                     | -1,88%  |
| Ústí nad Labem Region  | 8,65%         | 9,87%                       | 10,42%   | 1,22%                                      | 1,77%   |
| Carlsbad Region        | 3,16%         | 4,59%                       | 3,45%  | 1,43%                                      | 0,29%   |
| Liberec Region         | 4,61%         | 1,79%                       | 3,27%  | -2,82%                                     | -1,34%  |
| Hradec Králové Region  | 6,27%         | 4,39%                       | 2,91%  | -1,88%                                     | -3,36%  |
| Pardubice Region       | 5,53%         | 2,19%                       | 4,40%  | -3,34%                                     | -1,13%  |
| South Moravia          | 13,86%        | 8,67%                       | 6,60%  | -5,19%                                     | -7,26%  |
| Highlands              | 5,28%         | 9,77%                       | 6,91%  | 4,49%                                      | 1,63%   |
| Olomouc Region         | 6,43%         | 9,77%                       | 10,39%   | 3,34%                                      | 3,96%   |
| Zlín Region            | 6,15%         | 5,38%                       | 7,32%  | -0,77%                                     | 1,17%   |
| Moravia-Silesia        | 13,92%        | 16,15%                      | 18,81%   | 2,23%                                      | 4,89%   |

Source: Fondy EU, 18. 01. 2007

### 3 JROP from the applicants' view

When collecting information about the JROP, I obviously stemmed from sources provided by the institutions connected with this programme. They represent a theoretical frame of the JROP, they set rules and terms and judge to which extent the applicants manage to fulfil them. However, they should also help the applicants succeed with their project. One particular institution, mentioned in previous sections, whose purpose is to be ready to help the applicants solve any of their problems, is the Secretariat of the Regional Council (SRC). It tries to prevent the applicants from the mistakes they could make when preparing their projects. That is why they hold meetings with the applicants where they present the most frequent failures to avoid repeating them again within another proclaimed calls.

The counterpart to these institutions represents the applicants who participate in the JROP by preparing a project to one of its submeasures. As it is quite a demanding process connected with specific problems, I decided to make a small research in order to get to know the applicants' attitude towards the JROP.

#### 3.1 *Research: "JROP from the applicants' view"*

##### 3.1.1 Purpose and objectives

The purpose of the research was to find out about the experience of the applicants with the Joint Regional Operational Programme. It followed three fundamental objectives:

1. definition of **the most frequent problems** the applicants face when preparing projects,
2. finding out the **applicants' opinions of the conditions** of the JROP in general, and
3. evaluation of the **cooperation with the Secretariat of the Regional Council**.

##### 3.1.2 Informants (research group)

The basic group equals the research group, and is represented by the applicants from NUTS II Central Bohemia who had submitted an individual project in Submeasure 4.2.2 – Support of regional and local tourism infrastructure till December 2006, which means in the four calls for submitting project proposals in 4.2.2. This group included 48 applicants altogether<sup>9</sup>.

---

<sup>9</sup> The amount of projects submitted in the four calls was 72, however, some applicants submitted more projects, and thus participated in the JROP repeatedly.



### **3.1.3 Technique and tools**

Regarding the number of applicants and their geographical location throughout the Central Bohemia, after a careful consideration I decided to acquire the data using the technique of a **questionnaire without a mediator**.

This is a technique with the informant filling the questionnaire form himself, without the presence of a mediator who would explain the purpose and instructions for filling in. (Novotná, 2004, p. 20).

Moreover, in order to support the return of the questionnaires, the informants were addressed by telephone as well.

#### **3.1.3.1 Structure of the questionnaire form**

The questionnaire form was made as easy as possible for the applicants to fill in which means their only task was to choose appropriate options from those offered. These options were defined after studying various materials published at the server “Structural Funds” and at the websites of the Central Bohemia Region. At the beginning of the questionnaire form, there were brief instructions for filling in.

The form was divided into three parts, following the objectives of the research.

#### **First part: The most frequent problems during the project preparation**

The first part of the questionnaire deals with the most frequent problems the applicants had when conducting their projects. The goal of the first section was partly to specify the problems and partly to find out to which extent the SRC succeeded in preventing the applicants from repeating the same mistakes.

In connection with compiling the options in the questionnaire referring to the problems connected with project preparation, I made an appointment to Ing. Jiří Kořínek, the then executive of the Secretariat of the Regional Council of NUTS II Central Bohemia, to discuss the problems and mistakes the applicants often make when preparing their projects. Furthermore, the options given were included into the questionnaire based on the summary of the most frequent problems published on the websites of the Central Bohemia Region, and in the literature (Středočeský kraj, 2005).

The first part in fact contains only one question, or task: “Tick all the problems from the list below that you dealt with during the preparation of your project”. This list was thematically divided into categories so that the questionnaire form is well-arranged and looks friendly. Moreover, such a division would make the analysis of the data easier.

The question was actually closed, however, each category contained an option “other problems – which” with a space left for the informants’ comments.

### **Second part: Evaluation of project terms**

The second part of the questionnaire was aimed at project terms. The informants were asked to judge the demandingness of the terms their project had to fulfil so as to be approved by the Secretariat of the Regional Council.

In addition, the informants were to state which part of the project preparation they considered the most demanding (this was the only open question in the questionnaire form).

### **Third part: Evaluation of cooperation with the Secretariat of the Regional Council**

The last part of the questionnaire concerned evaluation of the cooperation between the Secretariat of the Regional Council and the applicants. This part contained three questions.

The first one was to reveal how often the applicants actually asked the SRC for help. Afterwards, the informants’ task was to judge how conducive the Secretariat was when solving their problems. The applicants were in fact to decide how often the SRC managed to help them. By answering the final question, the informants generally evaluated the necessity and helpfulness of cooperation with the Secretariat of the Regional Council.

The questionnaire is enclosed in both language versions (Appendices D and E).

#### **3.1.3.2 Time and place of realization**

The questionnaire research was being prepared in December 2007 and realized in February 2007. As stated above, it was undertaken in the whole of Central Bohemia.

#### **3.1.3.3 Distribution of the questionnaire and the return rate of the forms**

As it would not be possible for me to handle the questionnaire form to each applicant, it was distributed per e-mail.

The most important advantages of an e-mail questionnaire include the possibility to address a large group of informants at very low financial costs, and the ease and quickness of filling the form. On the other hand, a substantial disadvantage represents the amount of spam mails the informants, like any other people, get, and so there is a high risk they would not even open the e-mail with the questionnaire. In addition, the electronic research actually abolishes the anonymity of the informants. (Novotná, 2004, p. 38)

In order to reduce the effects of the disadvantages of the electronic research, the questionnaire form was accompanied by a cover letter containing basic information about myself, my diploma thesis, the purpose of my research and instructions for filling in. The letter also informed the informants the data would be processed anonymously, and that the outcomes of the research would be provided to the Secretariat of the Regional Council of NUTS II Central Bohemia, so that the informants could realize that filling the form might help solve and prevent the problems of future applicants.

### **Problems accompanying the distribution and data collecting**

One particular problem that emerged in connection with the survey, referred to appealing to the applicants. Although I managed to get a list of contacts to the applicants in 4.2.2, it needed to be updated which sometimes was a problem. As most of the applicants (almost 70 %) represented the towns and municipalities (or associations of municipalities), the biggest problem posed particularly the local elections that brought changes to the personal constitution of the municipal offices. Some project managers or people responsible for the project preparation were therefore difficult to contact.

In addition, there was another problem connected with addressing the informants – the applicant is often not the executor and the executor's name is mostly unavailable as there are only names of applicants available in the statistics. Again, searching for the executors was quite a demanding process connected with several phone calls.

Last but not least, another problem was also the reluctance of the addressed people. Even some of those contacted both per e-mail and per telephone were not able to fulfil the questionnaire and send it back.

To conclude, it is obvious that the journey of the questionnaire to the proper informant was quite complicated. Apparently, this is one of the reasons why not more than 50 per cent (24 out of 48) of the questionnaires returned.

### **3.1.4 Data processing**

No questionnaire form was excluded from the research for they all had been filled properly. In some forms, only parts II and III were filled, nevertheless they contain information as well, saying some applicants might have not had any problems from the list at all.

The programme MS Excel was used for processing the data.

### 3.1.5 Data analysis and interpretation

The data obtained from the questionnaire research are shown in form of tables and graphs.

Tables, together with graphs, are significant ways of identifying the relationships for they are complementary to each other: tables show all facts more precisely; the graphs more simply, but the more visually. (Synek, 2002, p. 34)

#### 3.1.5.1 First part of the questionnaire

The first part of the questionnaire was focused on finding the most frequent problems the applicants had when preparing their projects.

##### 1. Level of informedness about the JROP

In the first category, the informants were to evaluate their level of informedness about the Joint Regional Operational Programme – the amount and availability of the information materials accessible, as well as their clarity. The informants judged also, to which degree they had managed to examine the information materials.

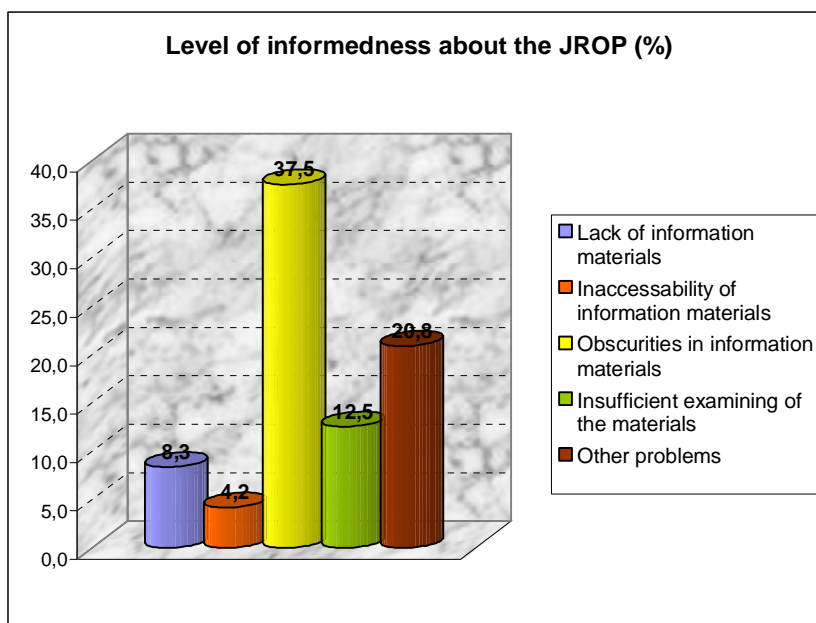
**Table 13 Level of informedness about the JROP**

| Level of informedness about the JROP     | Frequency |      |
|--|-----------|------|
|  | ABS       | %    |
| Lack of information materials            | 2         | 8,3  |
| Inaccessability of information materials | 1         | 4,2  |
| Obscurities in information materials     | 9         | 37,5 |
| Insufficient examining of the materials  | 3         | 12,5 |
| Other problems                           | 5         | 20,8 |

Source: research data

The results show that almost 40 per cent of the informants found some obscurities in the information materials about the JROP. 13 % admitted they had not had examined the information materials thoroughly enough. 2 informants thought there was a lack of information materials, while only one claimed the materials were inaccessible. A fifth of the informants chose the option “other problems – which”, and they complained of frequent changes in programme documents and their updates and the resulting uncertainty which version was the most up-to-date. Another problem posed the changing terms (regarding the first rounds of the JROP), or a heterogeneous interpretation of information from the materials (differences of interpretations of the Ministry and district clerks, among districts, too). One applicant considered the information provided about the JROP incomplete.

**Graph 6 Level of informedness about the JROP (%)**



Source: research data

## 2. Time demandingness of project preparation

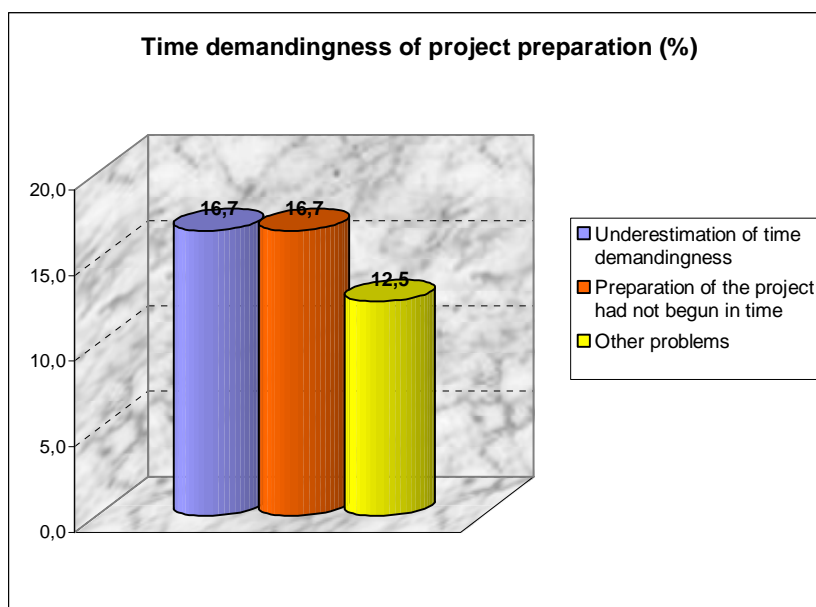
The second battery of questions – problems, concerns the amount of time needed for preparation of the project. The task of the informants was to judge whether they had estimated the time demandingness of their projects and whether they had managed to start the preparation in time.

**Table 14 Time demandingness of project preparation**

| Time demandingness of project preparation        | Frequency |      |
|--|-----------|------|
|  | ABS       | %    |
| Underestimation of time demandingness            | 4         | 16,7 |
| Preparation of the project had not begun in time | 4         | 16,7 |
| Other problems                                   | 3         | 12,5 |

Source: research data

**Graph 7 Time demandingness of project preparation (%)**



Source: research data

As we can see, the informants did not have much trouble with estimating the amount of time needed for project preparation. Such a finding probably results from the experience in other grant programmes. Moreover, not a few informants submitted their projects to the JROP repeatedly which is why we can presume they had not been aware of the time demandingness of their project right from the start, they learned to be able to estimate it thereafter.

Only 17 per cent of informants stated that they had underestimated the amount of time needed, the same share of informants also admitted they had not started to prepare the project in time. Three informants claimed they faced other problems, such as “a time-demanding process of obtaining materials which are, moreover, available within the bureaucratic system, and sometimes they seem to be irrelevant to the project”, or “a time demandingness of processing the voluntary supplements that can support the successfulness of a project”. Generally, the problem obviously was that “everything takes more time than expected”, as one of the informants wrote.

### **3. Problems with relevant human resources management**

The aim of the third section was to discover whether the informants found difficulties connected with human resources involved in preparation of the project. Firstly, they were to consider the reliability and competence of people entrusted with preparing the project. Secondly, they were to say if they had earmarked a sufficient number of people for

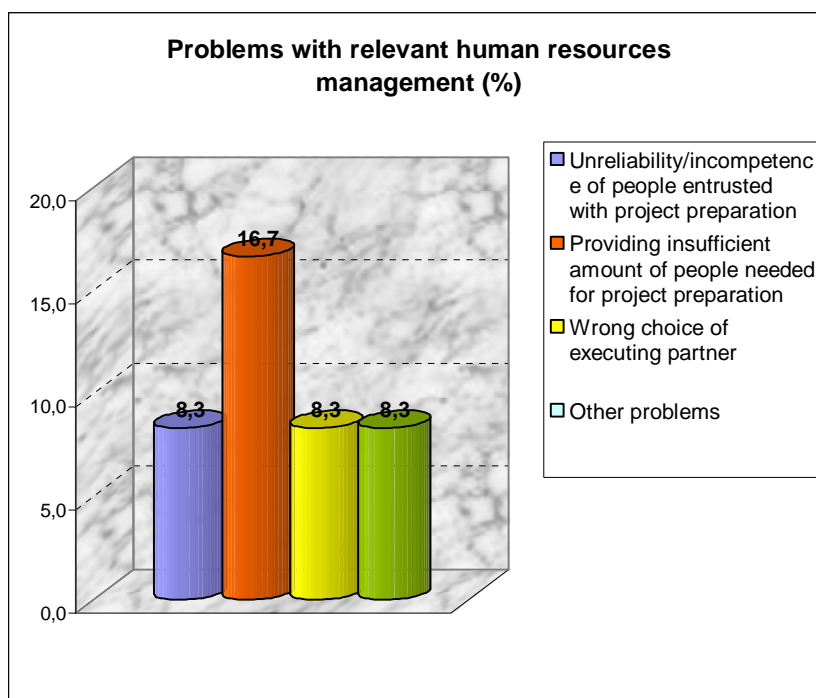
the project. Thirdly, the informants should claim whether they had chosen a suitable project executor.

**Table 15 Problems with relevant human resources management**

| Problems with relevant human resources management                       | Frequency |      |
|---|-----------|------|
|   | ABS       | %    |
| Unreliability/incompetence of people entrusted with project preparation | 2         | 8,3  |
| Providing insufficient amount of people needed for project preparation  | 4         | 16,7 |
| Wrong choice of executing partner                                       | 2         | 8,3  |
| Other problems  | 2         | 8,3  |

Source: research data

**Graph 8 Problems with relevant human resources management (%)**



Source: research data

Problems regarding the human resources turned to be rather rare. Four informants (17 %) declared they had earmarked an insufficient number of people for the project. Two informants were dissatisfied with the executor of their projects, another two people found the people entrusted with project preparation unreliable or incompetent. 2 informants stated they had had other problems, e. g. with “heterogeneous procedures of clerks, their consultations were only general, and the process of project evaluation of projects was very subjective”.

Generally, the findings show the applicants had mostly chosen the staff responsibly. At the same time, the staff had apparently proved to be skilled and reliable.

This might result from the fact that the applicants often give over the preparation to experienced professional organizations dealing with project processing.

#### 4. Cooperation by project preparation

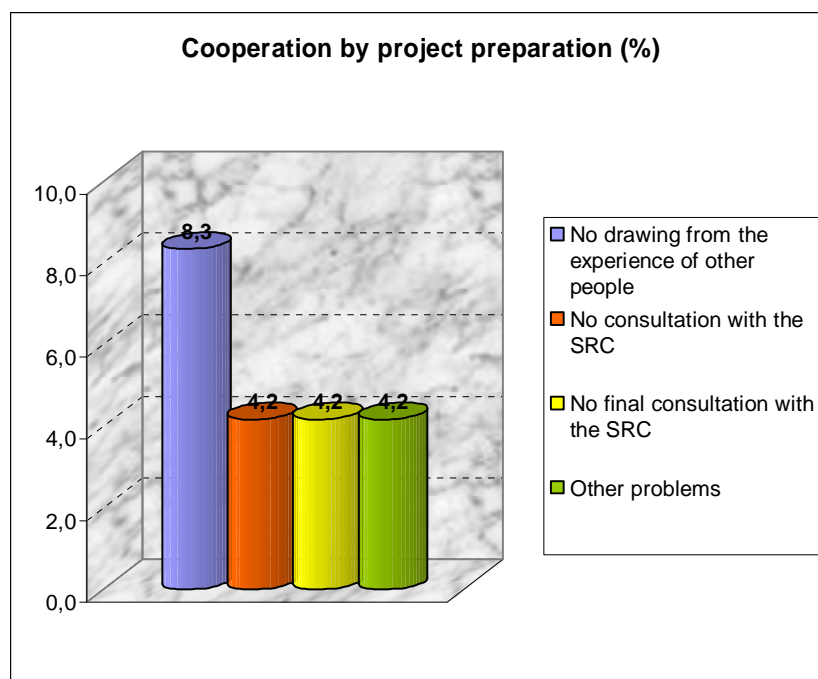
Cooperation plays an important role in project preparation. It might be very useful to draw experience from people who are skilled in project executing, and to take advantage of possible advice given by relevant institutions. Such institution, in case of the JROP, is the Secretariat of the Regional Council, and those experienced people are foremost the organizations specialized in project preparation. The fourth category was thus aimed at cooperation between the informants and relevant people or organizations.

**Table 16 Cooperation by project preparation**

| Cooperation by project preparation             | Frequency |     |
|--|-----------|-----|
|  | ABS       | %   |
| No drawing from the experience of other people | 2         | 8,3 |
| No consultation with the SRC                   | 1         | 4,2 |
| No final consultation with the SRC             | 1         | 4,2 |
| Other problems                                 | 1         | 4,2 |

Source: research data

**Graph 9 Cooperation by project preparation (%)**



Source: research data

It is obvious that the informants either cooperated enough, or were so skilled themselves that they did not need to contact another people. However, only two informants declared



they had not drawn experience from other people, meaning that they probably feel it was a mistake. One informant had not had consulted anything with the Secretariat of the Regional Council, and this one, logically, also had not consulted even the final version of his project. By the way, this project was disapproved. The informant who ticked “other problems” stated that the Secretariat had been unwilling to cooperate.

## 5. Content essentials of the project

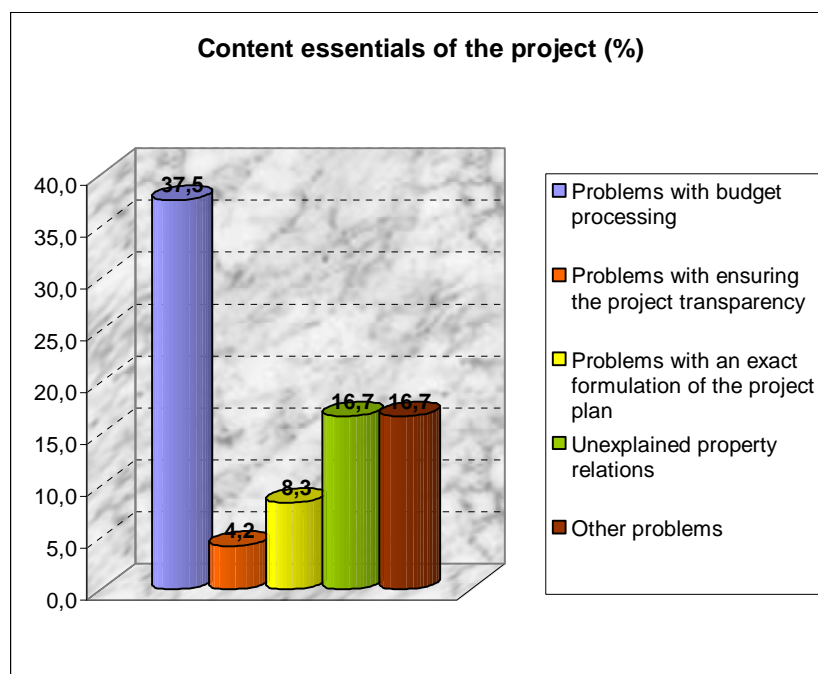
One of the most significant terms the applicants have to meet is the content essentials of the project. At the same time, this category brings the informants quite a lot of problems. The most frequent problems generally represent processing the budget, unexplained property relations, an exact formulation of the project plan, or ensuring the transparency of the project.

**Table 17** Content essentials of the project

| Content essentials of the project                      | Frequency |      |
|--|-----------|------|
|  | ABS       | %    |
| Problems with budget processing                        | 9         | 37,5 |
| Problems with ensuring the project transparency        | 1         | 4,2  |
| Problems with an exact formulation of the project plan | 2         | 8,3  |
| Unexplained property relations                         | 4         | 16,7 |
| Other problems   | 4         | 16,7 |

Source: research data

**Graph 10** Content essentials of the project (%)



Source: research data

As we can see at first sight, almost 40 per cent of informants agreed they had found difficulty compiling the budget of the project. Unexplained property relations caused problems for four informants, while another 4 informants claimed they had had other problems like “the points criteria are subjectively modified within evaluation”, or “the evaluation criteria were different from the requirements on documents such as Feasibility study or CBA”, and “problems with proving tenability, or availability of sources for financing the operation within several years”. One informant did not specify his problems.

## 6. Problems with compilation of supplements to the application

A broad category of problems with compilation of supplements to the application was also the one most times ticked. As apparent from the table below, the applicants have to work out a wide range of supplements which are often a matter of difficulties.

**Table 18 Problems with compilation of supplements to the application**

| Problems with compilation of supplements to the application      | Frequency |      |
|--|-----------|------|
|  | ABS       | %    |
| Compliance with the development strategy                         | 1         | 4,2  |
| Detailed budget of a project                                     | 4         | 16,7 |
| ISPROFIN forms   | 6         | 25,0 |
| Documents for economic evaluation of a project                   | 3         | 12,5 |
| Feasibility study  | 5         | 20,8 |
| CBA  | 6         | 25,0 |
| Document of the partnership                                      | 4         | 16,7 |
| Document of proving the proprietary relations                    | 2         | 8,3  |
| Document of judgement of the project's impact on the environment | 2         | 8,3  |
| Confirmation of a certification of a service/subject of tourism  | 2         | 8,3  |
| Territorial resolution   | 4         | 16,7 |
| Building permit  | 4         | 16,7 |
| Document of ensuring the financial covering of a project         | 3         | 12,5 |
| Project documentation  | 1         | 4,2  |
| Other supplements  | 1         | 4,2  |

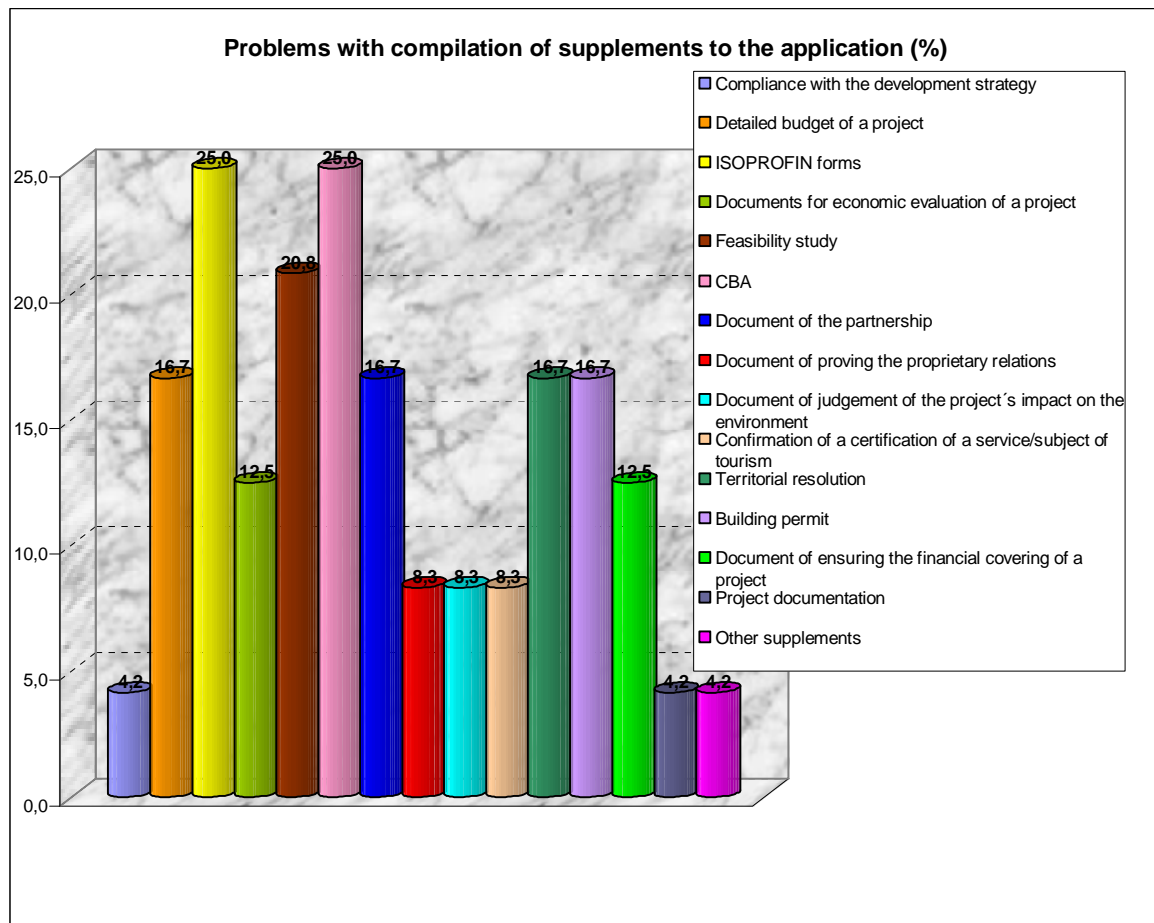
Source: research data

Again, relatively quite a frequent problem (for a fourth of the informants) represents the CBA (Cost-Benefit Analysis). A fourth of informants had also found difficulty in the ISPROFIN<sup>10</sup> forms. On the imaginary scale of difficultness of the supplements, the third ranked the feasibility study which caused trouble to 21 per cent of the informants. 4 informants admitted that they had had problems with compilation of a detailed budget

<sup>10</sup> ISPROFIN form is a an informational system introduced by the Ministry of Finance in order to monitor selected data of the preparation and realization of actions/projects within the framework of programme financing from the state budget. All actions/projects co-financed from the state budget are registered in the ISPROFIN.

of their projects, another four claimed they found difficulties obtaining the document of the partnership, or the territorial resolution (or a statement of consolidation of the territorial and building proceeding made by the building office). Also, four informants had problems obtaining the building permit (or a joint territorial resolution and building permit).

**Graph 11 Problems with compilation of supplements to the application (%)**



Source: research data

## 7. ELZA form

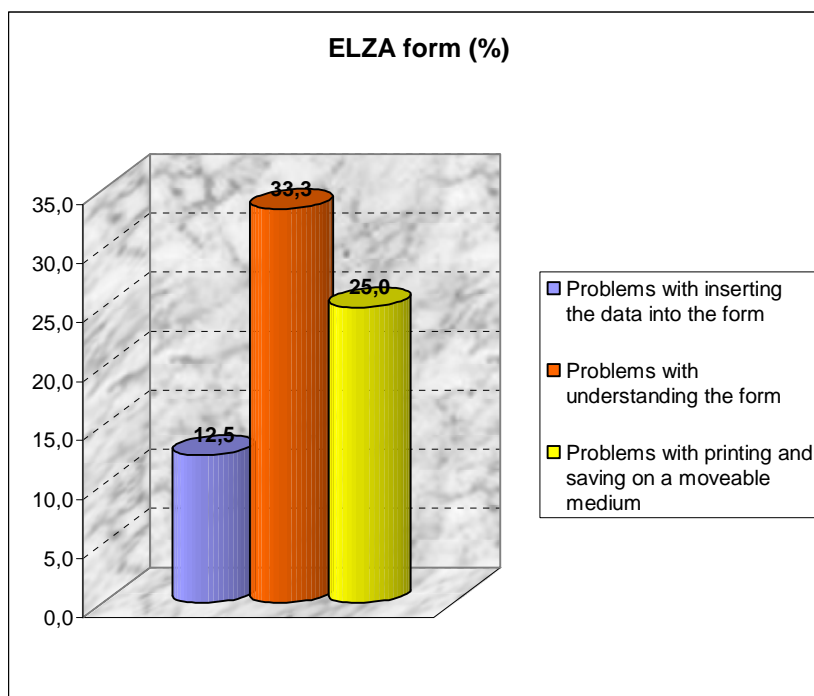
The ELZA form, which is an electronic application, also caused trouble to quite a large amount of informants. As I managed to find out when processing the questionnaire, the most frequent problems posed putting the data into the form, printing and saving it on a moveable medium, and also understanding the form.

**Table 19 ELZA form**

| ELZA form  | Frequency  |              |
|--|------------|--------------|
|  | absolutely | percentually |
| Problems with inserting the data into the form   | 3          | 12,5         |
| Problems with understanding the form   | 8          | 33,3         |
| Problems with printing and saving on a moveable medium   | 6          | 25,0         |
| <i>which part?</i>   |            |              |
| The system has not worked well from the beginning (but it is getting better)   |            |              |
| The ELZA form was not possible to be printed; some pages were not displayed although they were then printed - particularly the list of supplements |            |              |
| The number of the application  |            |              |
| The final version was saved but after burning was not possible to be opened, or it was saved in a different folder                                 |            |              |

Source: research data

**Graph 12 ELZA form**



Source: research data

The research confirmed the ELZA really causes problems to applicants: a third of them claimed they did not understand it fully, a fourth of the informants found difficulties printing and saving the ELZA form. Four of these informants specified their problems, as the table shows. Three informants dealt with problems connected with putting the data into the form.

Such conclusion reveals that the computer literacy in the Czech offices is generally rather low.

## 8. Submitting the application

The final category in the first part of the questionnaire form represented submitting the application. Problems with a timely submission of the application and problems with an electronic application were included, as well as the option “other problems – which”.

**Table 20 Submitting the application**

| Submitting the application                    | Frequency |      |
|---|-----------|------|
|   | ABS       | %    |
| Problems with a timely application submission | 6         | 25,0 |
| Problems with an electronic application       | 0         | 0,0  |
| Other problems                                | 0         | 0,0  |

Source: research data

As the table shows, a fourth of the informants admitted they had had problems with a timely submission of the application. None of the informants found difficulties connected with submitting the electronic application, and no one had any other problems in this category.

### 3.1.5.2 Second part of the questionnaire

The second part of the questionnaire form corresponds with the aim to discover how the applicants evaluate the terms of the JROP, and what part of the preparation process they considered to be the most demanding.

## 1. Evaluation of the JROP terms

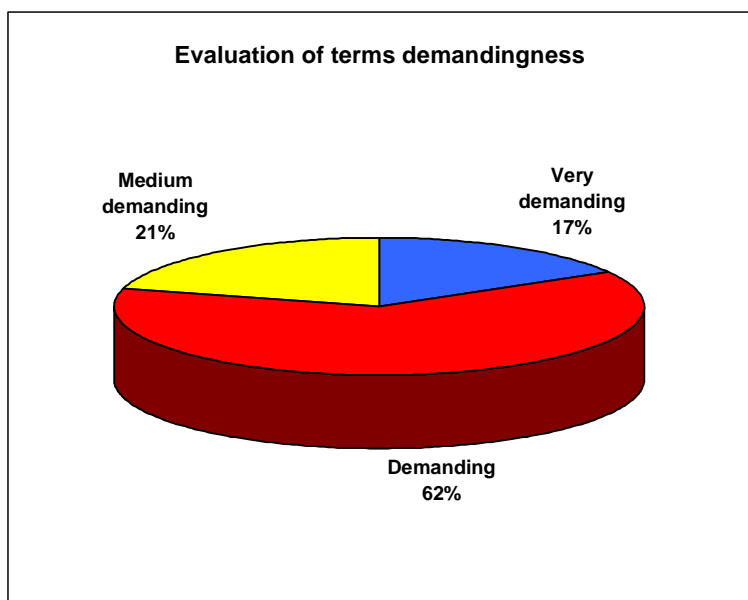
**Table 21 Evaluation of the JROP terms**

| How do you evaluate the terms for the grant approval? | Frequency |      |
|---|-----------|------|
|   | ABS       | %    |
| Very demanding  | 4         | 16,7 |
| Demanding   | 15        | 62,5 |
| Medium demanding                                      | 5         | 20,8 |
| Little demanding                                      | 0         | 0,0  |
| Undemanding   | 0         | 0,0  |

Source: research data

The informants apparently agreed the terms for the grant approval are – to a certain extent – demanding for no one had ticked either the option “little demanding”, nor “undemanding”. More than 60 per cent of the informants consider the terms “demanding”, while five informants (21 %) evaluated the terms as “medium demanding”. Four informants (17 %) found the terms “very demanding”.

**Graph 13 Evaluation of terms demandingness**



Source: research data

## **2. The most demanding part of the project preparation**

The informants were given the only open question in the questionnaire form: *“Which part of the project preparation do you find the most demanding?”*

Their full responds are recorded in a table – see Appendix F. The informants mostly stated more than one particular part, while some of them were either the same or at least similar. That is why I rewrote these answers and organized them thematically in another table so as to provide a more compact summary of the most problematic parts of the preparation procedure. For this reason, no graph is available as the data were modified, and the percentual frequency would thus make no sense.

Four informants claimed the project preparation is demanding in general, and they could not decide which part was most problematic. Four informants also stated that obtaining the documents for economic evaluation of the project posed the biggest problem for them. And finally, another four responds said compiling the feasibility study was most difficult. Another problem, mentioned three times, represented regaining the building permit (this problem was connected especially with cycling trails projects). Rather a simple reply was that most difficult is “making a good plan and a good project”, which three informants agreed on. Three informants did not answer the question. The rest of the responds appeared only once and they referred for example to the project documentation, clarifying the proprietary relations, the ISPROFIN and ELZA forms, cash-flow, regaining various statements, etc.

**Table 22 The most demanding part of the project preparation**

| <b>Which part of the project preparation do you find the most demanding?</b> | <b>ABS</b> |
|--|------------|
| Cannot say, generally, the project preparation is demanding                  | 4          |
| Documents for economic evaluation of the project                             | 4          |
| Feasibility study compilation  | 4          |
| Regain of the building permit (especially by cycling trails projects)        | 3          |
| A good plan and a good project   | 3          |
| Negotiations with České dráhy, a. s.   | 1          |
| Waymarking and statements of the land owners (a cycling trails project)      | 1          |
| Project preparation in the ELZA form (too complicated)                       | 1          |
| Regain of various statements   | 1          |
| Project documentation  | 1          |
| ISPROFIN, cash-flow  | 1          |
| Project management after the project approval                                | 1          |
| Predictions of a demand for services and services valuation                  | 1          |
| Clarification of the proprietary relations                                   | 1          |
| Financial part and coordination of the strategies                            | 1          |
| Not filled   | 3          |

Source: research data

### **3.1.5.3 Third part of the questionnaire**

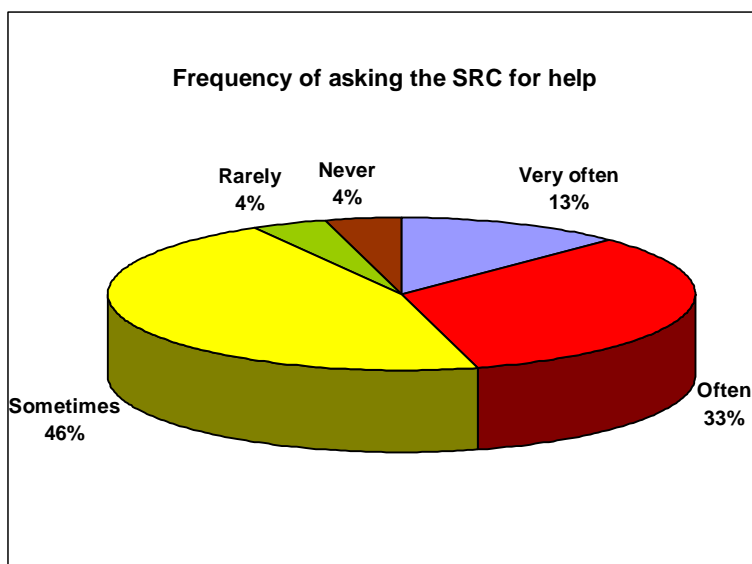
The final part of the questionnaire form followed the aim to find out whether the informants cooperated with the Secretariat of the Regional Council and how they evaluate this cooperation. They were asked three questions and were to choose one of the options given.

#### **1. Frequency of asking the SRC for help**

As the graph below shows, the highest amount of informants – 46 per cent (11 informants) – claimed they had asked for the SRC's assistance only sometimes, a third of the informants had contacted the SRC often and three informants (13 %) even very often. One informant had taken advantage of the SRC's assistance only rarely and one informant had never contacted the Secretariat of the Regional Council. Logically, he did not answer the following two questions.

Anyway, the applicants in Central Bohemia generally cooperated with the Secretariat, however, how useful the cooperation was, was the matter of the last two questions in the questionnaire form.

**Graph 14 Frequency of asking the SRC for help**

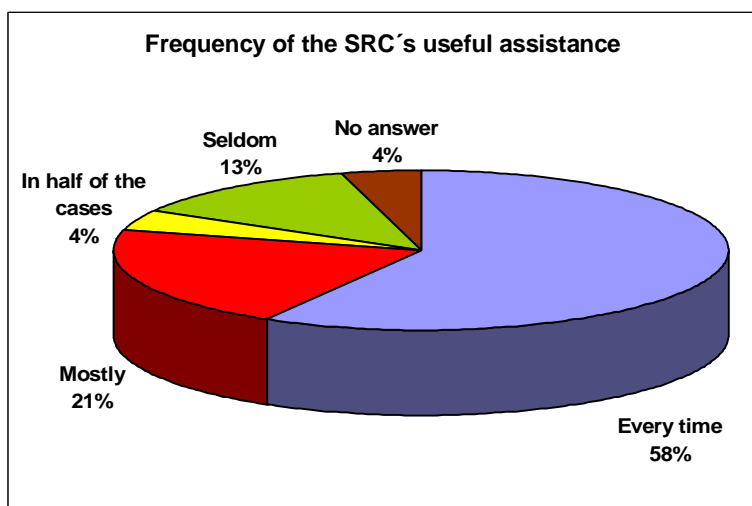


Source: research data

## **2. Frequency of the SRC's useful assistance**

Fourteen of the 24 informants who took an active part in the questionnaire (that is 59 % of the informants) responded to the question “*How often did the SRC manage to help you solve a problem?*” that very often. Five informants stated the Secretariat had helped them mostly, three informants, on the other hand, stated the Secretariat managed to help them only seldom. One informant claimed the SRC had helped in half of the cases of contacting it.

**Graph 15 Frequency of the SRC's useful assistance**



Source: research data



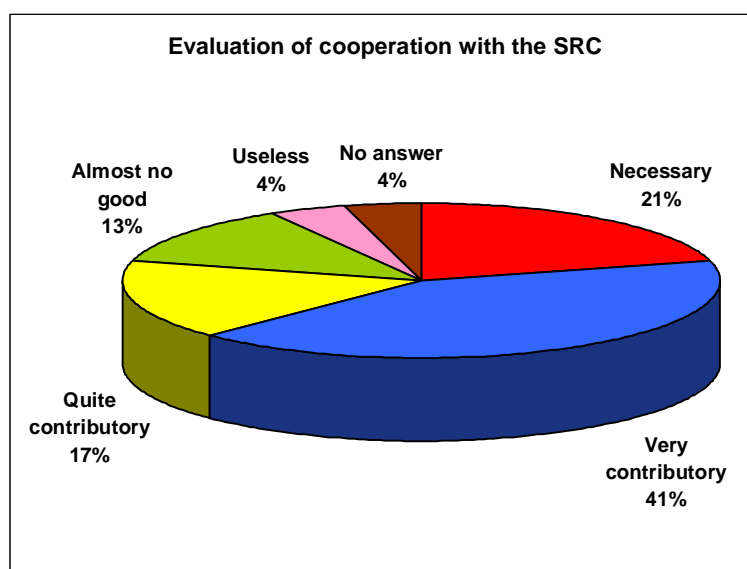
Generally, about 80 per cent of the informants agreed the Secretariat managed to help them solve their problems either every time or mostly which indicates the applicants found the cooperation with the SRC useful. Nevertheless, by means of the last question, the informants were to judge how useful the cooperation with the Secretariat was, regarding the potential successfulness of their projects.

### 3. Evaluation of cooperation with the SRC

The informants were to answer the final question: *“How do you evaluate cooperation with the SRC by preparation of your project?”* by choosing the relevant option. Their responds show that 42 per cent (10 informants) consider the cooperation very contributory, 21 per cent (5 informants) even necessary – saying they would not have succeeded without the SRC’s assistance. “Quite contributory” (or “good”) was the answer of 4 informants (17 %), while three informants found the assistance almost no good. One informant evaluated the cooperation with the SRC as useless, thus expressing the opinion that they had managed to succeed without the Secretariat.

Not surprisingly, with regards to responds to the previous question, the informants assessed the cooperation as contributory in general. In fact, 17 per cent of the informants in principle expressed a negative opinion of the cooperation with the Secretariat.

**Graph 16 Evaluation of cooperation with the SRC**



Source: research data

### 3.1.6 Conclusions and recommendations

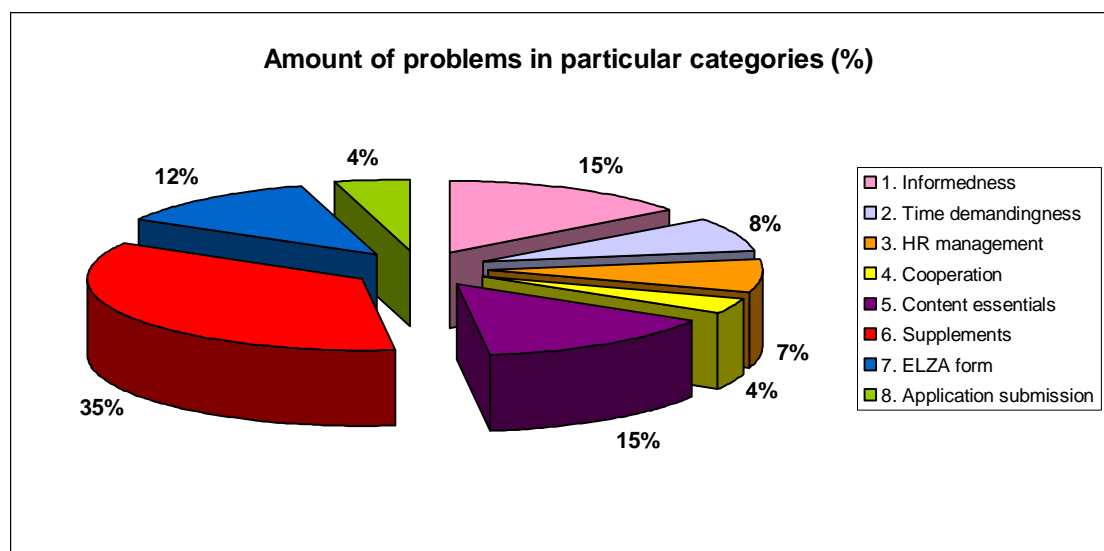
#### 3.1.6.1 Conclusions of the first part: The most frequent problems with the project preparation

The findings of the first part of the questionnaire form are summarized in the following two pictures. The graph shows how often the informants ticked a problem in the relevant category, while the table below defines the most frequent individual problems.

##### The most frequent category of problems

The number of ticks in the relevant category naturally corresponds also with the amount of options offered in that category. So, logically, most times ticked category was the “Supplements to the application” which represented 35 % of the marked options. 15 % of ticks got the category “Level of informedness about the JROP”, another 15 per cent then the “Content essentials”. Twelve per cent of ticks represented the “ELZA form”. Eight per cent of the responds concerned the category of “Time demandingness”, 7 per cent then managing the human resources. The least problematic categories seem to be submitting the application and cooperating with the Secretariat.

Graph 17 The most frequent category of problems with the project preparation



Source: research data

##### The most frequent individual problems

However, in order to define the most frequent problems, it is necessary to look at the individual problems. The results showed the informants were not much too unanimous. That is why I decided to declare as the most frequent problems those which exceeded the

limit of 20 per cent, meaning they were ticked by at least five informants. These are depicted in the following table.

**Table 23 The most frequent problems (more than 20 % of ticks)**

| Problem   | Frequency |      | Category |
|---|-----------|------|----------|
|   | ABS       | %    |          |
| Unclearities in information materials           | 9         | 37,5 | 1        |
| Problems with budget processing                 | 9         | 37,5 | 5        |
| Problems with understanding the ELZA form       | 8         | 33,3 | 7        |
| ISPROFIN forms                                  | 6         | 25,0 | 6        |
| CBA   | 6         | 25,0 | 6        |
| Problems with printing and saving the ELZA form | 6         | 25,0 | 7        |
| Problems with a timely application submission   | 6         | 25,0 | 8        |
| Feasibility study                               | 5         | 20,8 | 6        |

Source: research data

It is obvious that the most frequent problems were connected with the obscurities in information materials, as 37.5 % informants agreed. At the same time, 9 informants (37.5 %) consider processing the CBA problematic. A third of the informants found difficulty understanding the ELZA form. A fourth of the informants claimed that their problems referred to the ISPROFIN forms, another fourth of informants then found problematic the Cost-Benefit Analysis as well. Not only understanding the ELZA form had the informants found difficult, but also printing and saving the ELZA form on a moveable medium did not avoid problems. A fourth of the informants admitted they had been in a time pressure, facing problems with a timely submission of the application. Five informants (20.8 %) were troubled by processing the feasibility study.

The full list of problems in a sequence of the amount of ticks they had received is available in the Appendix G.

### **3.1.6.2 Recommendations to the first part: The most frequent problems with the project preparation**

There might be many reasons making the regain or processing the **supplements** to the project so difficult, and thus also various recommendations to avoid problems connected with them. When obtaining the supplements, the applicants are often dependent on authorities, which often results in a **time delay** of the project if the applicant does not estimate the time needed. Nevertheless, also documents for economic evaluation – the feasibility study, a detailed budget of the project, or CBA – cause problems. The ISPROFIN forms were also a matter of difficulties.

That is why the applicants should

- F** *make time allowances so as to prevent problems with obtaining the supplements needed,*
- F** *address the experts to have the documents for economic evaluation of the project done, and*
- F** *follow the guides how to fill in the ISPROFIN forms, keep the data integrity.*

Although there were enough available **information materials** about the JROP, they also represented a source of problems as the informants claimed there were sometimes unclear. However, some informants also claimed there were often changes in the materials and they found it difficult to follow them continuously.

The applicants should obviously manage to:

- F** *have time enough to study the information materials as thoroughly as possible,*
- F** *monitor the changes in the programme and take them into account, and*
- F** *make sure they understand the terms of the programme well (e. g. by contacting the Secretariat of the Regional Council).*

**Content essentials** of the project brought especially troubles with processing the budget, or with proving the property relationships. Some informants also complained they had difficulty formulating the project plan. I would thus recommend them to

- F** *pass processing the budget and the project plan to professionals, or at least to discuss these with them.*

As for the property relationships, and all the documents needed, generally, it is again necessary to

- F** *manage to get the documents in time so as to prevent the possible time delay in the project.*

Some informants admitted they did not understand the **ELZA form** fully and as problematic also emerged printing and saving the form, eventually inserting the data into the form.

Again, the applicants should:

- F** *contact the Secretariat, or anybody experienced in the ELZA form in order to understand the form, and especially*
- F** *increase their computer literacy.*

As for the **human resources**, sometimes troubles were caused by ensuring an insufficient number of people involved in the project preparation, eventually the informant found these people or the project executor unreliable or incompetent. Generally, though, the informants managed the situation, which is why I would only recommend to:

**F** *set appropriate number of people entrusted with project compilation and monitor their work regularly, and*

**F** *choose carefully reliable and responsible people, or a project executor.*

The research discovered the informants generally took advantage of the assistance offered by the Secretariat, and not frequently they let themselves be advised. As the **cooperation** turned out to be really useful to the applicants,

**F** *discussing problems with the Secretariat, or other institutions experienced in the JROP (e. g. regional development agencies)*

is highly recommended.

The only problem concerning **submission of the application** was in fact to deliver it in time, resulting obviously from underestimating of time demandingness of the project in general. To

**F** *have a sufficient time allowance,*

**F** *start project preparation already before the call proclamation, and*

**F** *spread the appropriate activities among sufficient amount of people*

thus seem to be the most reasonable advice.

## **4 A model project: “Sedlčany District by Bicycle”**

One of the total 13 successful individual projects from Submeasure 4.2.2 within the whole existence of the Joint Regional Operational Programme is the investment project “Sedlčany District by Bicycle” (“Sedlčanskem na kole”). It was approved in the second round (November 2004), four months later the Minister of the Regional Development signed the contract.

The project reached 72 % of total possible points which made it the most successful 4.2.2 project in Central Bohemia till the last, fifth round (November 2005) when the amount of achieved percentage of approved projects was generally much higher than in the previous rounds.

The applicant was the “Association of Municipalities of the Sedlčany District”, a member of which is also the village I live in. Together with the successfulness of the project, it led to a decision of choosing this project as a model one in the thesis, representing the process of preparation of a project, raising funds to finance it, and finally turning the ideas and words step by step into real objects.

The information obtained stem from the interviews with Ms. Barešová, the secretary of the “Association of Municipalities of the Sedlčany District” (further on “the Association”), and from Mr. Zapletal, the employee of “Podblanickem, o. s.”, the executor of the project, as well as from the websites of the Association and of the project itself.

### **4.1 Applicant**

The “Association of Municipalities of the Sedlčany District” is an interest association and was established September 20, 1995, when 23 municipalities of the right bank of the river Vltava, the eastern part of the Příbram region, united in order to support social and economic development of the Middle Vltava Microregion. The association deals with activities aimed at development of economic and entrepreneurial potential, education, healthcare and social care, development of tourism, environmental protection, transport services and development of technical infrastructure. It also presents the Sedlčany District at domestic tourism fairs – Regiontour in Brno, and Holiday World in Prague.

The association draws financial means in forms of various subsidies, among others also from the Structural Funds of the European Union. (Sedlčansko, 2006)

## **4.2 Executor**

As the Association was inexperienced in project preparing, there was a small internal tender in which the Association's Board of Directors was to choose one of the four executors. Three of them were companies and the last was a non-profit organization. A distinct winner ensued from this tender: Mr. Zapletal, representing the non-profit organization "Podblanickem, o. s.", who had the best references at the same time. The Association evaluates the cooperation with Mr. Zapletal as very good, they were fully satisfied. (Barešová, interview, 06. 03. 2007)

## **4.3 The idea**

The Sedlčany's vicinity is an attractive tourist destination, partly thanks to its position nearby Prague, and undoubtedly also thanks to the picturesque countryside surrounding the Vltava river with the Slapy dam, and offering a wide range of tourist activities. Recently, similarly to other regions, the Sedlčany one witnesses a growing interest in cycling.

So, the impetus for the idea to build an extensive network of cycling trails gave the increasing amount of cyclists coming to the region and their demand for more quality services. The project actually follows a smaller project of signposting cycling trails which was financed from the Programme for Revitalization of countryside and which finished at the end of 2004. (Barešová, interview, 06. 03. 2007)

## **4.4 Outcomes**

The outcomes, or objectives of the project can be divided as follows:

### **p** *Signposted cycling trails*

There are 14 signposted cycling trails with the total length of 120 km. Along these 42 rest sites were placed, supplied always with a map, and mostly also with benches with or without a roof, tables, stands for bicycles and litter bins. The sites were chosen very well because, apart from the equipment described, they offer a magnificent view over the landscape as well. (Sedlčanskem na kole, 2005a)

### **p** *Seasonal information centres*

The most visited localities – Kamýk nad Vltavou, Petrovice, and Vysoký Chlumeč – were provided with seasonal information centres that were to be closed off-season (a year-round information centre is in Sedlčany). Nevertheless, the information centre in Vysoký Chlumeč, despite expectations, proved to be so frequently visited

that it is no more open only during the season, but all year round. According to Ms. Barešová, it owes its popularity partly to the Open-air Museum of Village Houses of the Mid-Vltava Region, and partly to an excellent and highly-motivated employee.

All the information centres keep detailed records of the visit rates, the structure of the visitors and their motives, etc. These statistics reveal that presently, the amount of bikers has increased considerably.

**Figure 2 Information centres in Kamýk nad Vltavou, Petrovice, Vysoký Chlumec**



Source: Sedlčanskem na kole, 2005b

Interestingly, the information centre in Vysoký Chlumec was chosen to be one of the 13 places in Central Bohemia where a test version of an entrepreneurial information and reservation system was implemented. This project is fully covered by the Central Bohemia Region which obtained a state subsidy for that. (Barešová, interview, 06. 03. 2007)

#### **p** *Educational trails*

Two educational trails emerged within the project, both in the land register of the municipality Jesenice. The first one leads from Zadní Boudy to the ruins of the castle Zvěřinec (with five equipped with information tables). The second nature trail leads from the Jesenice church up to the hill Kalvárie: it follows a newly reconstructed calvary stations of the cross made up by 17 stone crosses, again with five stopping-off points with information tables. (Barešová, interview, 15. 01. 2005)

#### **p** *Newly reconstructed hostel*

In order to increase the accommodation capacity, a hostel was reconstructed in Sedlčany. The building was previously out of use, so its reconstruction not only brought a higher accommodation capacity but also improved the standard of provided services. The hostel was classed into the service certification of the Czech Tourists' Club.

The hostel was opened in June 2006 and is situated 150 metres of the town centre. It has a total capacity of 17 beds (there is even one double bedroom for



handicapped people). The hostel is open all-year, the prize is, in comparison with other accommodation facilities in the region, quite favourable (CZK 230,- per night). The hostel is equipped with cycle store, a small common room, dining room and a self-service kitchen.

The visit rate of the hostel is being monitored by means of the records of the information centres. (Sedlčanskem na kole, 2005c)

**Figure 3 Reconstructed hostel in Sedlčany**



Source: Sedlčanskem na kole, 2005c

#### **p** *Promotional activities*

Supporting promotional activities help increase the impact of the whole project. In order to introduce the outcomes of “Sedlčany District by Bicycle” within the Central Bohemia Region, there was an **opening ceremony** of the project on Saturday 6<sup>th</sup> August, 2005, when the mayors and region representatives as well as other cyclists rode from Vysoký Chlumec to Petrovice. (Barešová, interview, 15. 01. 2005)

New **websites** – <http://www.sedlcanskemnakole.cz> – were designed to provide all necessary information not only about the new cycling trails, but also about bicycle services and shops, the rest sites, the hostel, and information centres. Moreover, a map of the region and tips for trips are also available. The design of the websites corresponds with the design of other promotional materials, above all the brochures.

New **multilingual promotional brochures** with the uniform logo and design of the project were compiled and distributed within the project. They contain a cycling map of the region where all outcomes of the project, as well as coherent services (accommodation, catering, possibilities of swimming and other activities), are earmarked. It also provides essential information about hiking and cycling

possibilities in the Sedlčany District. The brochure is naturally enriched with beautiful pictures of breathtaking views.

Special stands of the uniform design were produced for promotional materials mentioned above. They have been distributed throughout the region in places such as accommodation and catering facilities, information centres, monuments, etc. Outside the region, the materials have been distributed by means of tourism fairs and information centres in Prague and in other places of Central Bohemia.

Outputs of the project were also presented in local and national magazines and through advertisements in professional materials.

#### **p** *New job opportunities*

The project matched the requirement of creating new job opportunities with a duration of at least 5 years. Most of them are part-time jobs, directly connected with the outcomes of the project. The first job emerged in connection with the management of the project (in the Association's office), the second one in the reconstructed hostel. Three positions filled the employees of the seasonal information centres. (Barešová, interview, 15. 01. 2005)

### **4.5 Problems emerging within the project**

Every project bears a certain risk connected with an appearance of unpredictable facts that might threaten a smooth course of the project. In this case, such a problem was the tender connected with the hostel which, due to a choice of an unsuitable company, resulted in increasing the total costs of the project by CZK 1 million and a delay of the project of 1.5 months.

The reconstruction of the hostel brought another problem, allied to its ownership. The hostel is actually a property of the town of Sedlčany, however, the subsidy was given to the Association. That is why the Association had to rent the hostel for five years, and in 2008, the appreciated hostel will be given back to the town of Sedlčany.

As a result, the additional (and unacceptable, concerning the JROP terms) costs amounting CZK 1 million, had to be covered by the hostel owner, i. e. by the town of Sedlčany.

The questionnaire survey showed that the projects aimed at cycling trails were often accompanied by problems with obtaining the approvals of the land-

owners (owners of lands the cycling trails led over). The Association, however, did not deal with such a problem as the relevant cycling trails led through the village roads, so only approvals of these villages and the Police were needed; and these avoided any problems.

I expected there would be a problem with vandalism on the facilities installed along the cycling and educational trails, the situation is not that bad though, I was told. Some litter bins and benches were slightly damaged by vandals, small damages were also reported in connection with the hurricane that appeared in January 2007. Notwithstanding, all the facilities are obviously insured. (Barešová, interview, 06. 03. 2007)

#### ***4.6 Time schedule***

The project was proposed for 2 years, it started in May 2004 and was finished in May 2006. It was divided into three phases which means that also the subsidies arrived in three phases. Dividing a project into phases is necessary in order to avoid problems connected with exceeding the costs.

#### ***4.7 Budget and project financing***

The planned costs of the project reached CZK 6.8 million, however due to unexpected problems (regarding the reconstruction of the hostel), they hit CZK 7.8 million.

As for financing, the Association obtained a credit amounting CZK 2 million which was, however, redeemed the same year as the Association managed to save some money that could be used for the project. The subsidy covered costs up to CZK 5.2 million. Surprisingly, the Association received the subsidy unexpectedly soon, the project was finished in May 2006 and by the end of 2006, all the money (i. e. for all the three phases) arrived to the Association's account.

Nevertheless, the real costs of the project turned out to be lower than planned. The JROP terms allow transferring a certain percentage of the costs from one phase into another which the Association had taken advantage of in connection with the costs increase of CZK 1 million. Therefore, in the end the Association managed to get the situation under control.

#### **4.8 “Sedlčany District by Bicycle” at the present time**

As mentioned above, the project was scheduled for 2 years, finished in May 2006 and recently, the Association is performing the duty of submitting the monitoring reports (once a year in the period of 5 years after the contract signature). The purpose of these reports is to prove the project sustainable, in other words to prove that all criteria set in the project are being achieved. Documents used for the monitoring reports are especially contracts, statements of employee's salary cheques, signs along the cycling trails, etc.

At the same time, the Association is obliged to keep all accounting documents within the period of 10 years.

#### **4.9 Follower(s) of the “Sedlčany District by Bicycle” project**

As the project was evaluated very highly by the Regional Council, and it turned out to be successful as a whole (i. e. there were no serious problems, neither with the preparation and realization of the project, nor with its approval and financial support from the “JROP side”), the Association decided to prepare another project, or “action”, this time a non-investment one, aimed at promotion of the first project. It was called “Sedlčany District for Cycling” (“Sedlčansko pro cykloturistiku”) and was submitted in the 2<sup>nd</sup> round of the grant schemes of the JROP (Submeasure 4.1.2 Development of tourism services on the regional level). (Barešová, interview, 06. 03. 2007)

The goal of the project is to increase the publicity of the “Sedlčany District by Bicycle” project by means of advertisements in the press (MF Dnes), magazines (Turista, Tim, Dovolená, Metro), TV (ČT1), and in the radios. Other promotional activities include a participation in the tourism fairs (Regiontour in Brno, Holiday World in Prague) in 2006 and 2007, creating and updating websites [www.sedlcansko.cz](http://www.sedlcansko.cz), and placing a banner on [www.idnes.cz](http://www.idnes.cz). The budget of the project reached CZK 2.7 million. Nevertheless, the participation in the fairs will bring some money back.

Again, the project is divided into three phases, the last one will finish in May 2007. The first part has been paid already, as for the second phase, the Association has got the subsidy from the region and is now expecting the money from the EU.

According to Ms. Barešová, the Association, motivated by another successful project, is now considering preparation of a third project, continuing in the promotional

activities. This project would thus provide the Association with the first piece of experience with the Regional Operational Programme Central Bohemia. (Barešová, interview, 06. 03. 2007)

## Conclusion

Europe, as well as the rest of the world, is developing, and so is the European Union. This year (2007), it entered the new programming period which brought some changes to its policies, among them also to the Economic and Social Cohesion Policy. It transformed into the Regional Policy 2007-2013, with new objectives and a different structure of programming documents for using the EU funds. What is, or better to say “was”, the Joint Regional Operational Programme, and how it was affected by these changes, that was the task to be solved in the first part of the thesis.

The second part, however, deals with the impact of the JROP on tourism in Central Bohemia, showing the results of calls for submitting projects aimed at developing the local and regional tourism infrastructure. To which extent was the Central Bohemia Region active in the JROP in comparison with the other cohesion regions, meaning how many projects the Central Bohemian applicants submitted, what was the ratio between approved and disapproved projects, how much money did the applicants demand, and what was the ratio between the region’s contribution to the GDP and its activity in the JROP, were the key aspects to be observed and analysed.

The analysis showed that when evaluating the activity of Central Bohemian entities in the JROP, it is crucial to define if we consider Central Bohemia either NUTS III, or NUTS II, as in case of this region, they are both geographically and statistically the same units. Nevertheless, regarding Central Bohemia as NUTS III, it reaches far better results than regarding it NUTS II, being the region on the third position out of the 13 regions concerning the amount of projects submitted, and the fifth concerning the amount of EU subsidies required. On the other hand, NUTS II Central Bohemia submitted the second least number of projects, requiring the least EU money.

As for the comparison of the activity in the JROP and the share on GDP the Central Bohemia Region produces, the findings are not satisfactory: both the ratios monitored (the share on submitted projects vs. the share on GDP, and the share on the subsidies required and the GDP) were negative, and Central Bohemia was thus ranked somewhere in the middle, compared with the other NUTS III regions.

A significant part of the thesis represents the research carried out with the aim to recognize the JROP from the other side – from the view of those preparing a project to be

submitted in the JROP. The technique used was a questionnaire form distributed per e-mail and partly supported by an informative phone call. The informants included the applicants from Central Bohemia who had participated in the JROP by submitting an individual project supporting the regional or local tourism infrastructure (Submeasure 4.2.2). The return rate of the questionnaires was equal to 50 per cent (24 out of 48).

The research revealed that the applicants characterized above faced varied problems, in general. Most frequently, however, they had difficulty obtaining the supplements to the application, or content essentials, resulting then in a time pressure they had to manage. Quite surprisingly, the informants found it difficult to understand the information materials fully, and some of them also complained of frequently changing terms of the JROP. The ELZA form (an electronic version of the application form) caused troubles connected especially with printing and saving the form. The other categories of problems were actually ticked rather occasionally and therefore can be considered marginal.

A universal recommendation I could give, based on the findings of the research and interviews with interested people, is to leave the project preparation to professionals unless the applicant is experienced himself. Very often, receiving the money from the EU decides whether the project will be realized or not. Therefore, if the applicant does not succeed, the project might be thrown away and forgotten. The competition is growing with the increasing participation in the JROP which is why it is the more worthy to entrust a carefully chosen expert with preparation of the project. It is also essential to start the preparation in time to avoid troubles caused by the lack of time and above all, to get acquainted with the terms of the grant programme and monitor the amendments.

Some informants found it difficult to state the most difficult part of the project preparation, nevertheless, relatively the most frequent responds referred to documents of the economic evaluation of the project, or the feasibility study. Anyway, according to the majority of informants, the terms of the JROP are demanding.

Finally, the informants were evaluating the cooperation with the Secretariat of the Regional Council (SRC), the authority which plays an important role in the process of redistributing sums from the EU funds in every NUTS II region of the Czech Republic. The research implied the applicants in Central Bohemia generally did cooperate. Broadly speaking, the opinion over the contribution of the SRC to solving the problems of the applicants turned to be positive.

In the fourth part, one of the most successful projects, supporting cycling in the southern part of Central Bohemia, was introduced. The brief description of the project “Sedlčany District by Bicycle” represents the reality, showing how a concrete project was prepared and especially realized, what problems appeared and what outcomes the project brought.

In the thesis, the contribution of the EU money, or, broadly speaking, our membership in the EU, to the development of tourism infrastructure in Central Bohemia via its participation in the Joint Regional Operational Programme, was analysed. The Central Bohemia Region has taken the chance of using the EU funds to support its attraction to visitors; not at hundred per cent as it seems, though. However, it may be presumed that the applicants, enriched by the experience in the Joint Regional Operational Programme, may take use of this when participating in the Regional Operational Programme (ROP), and thus the results may be improving.

Hopefully, this thesis might contribute to that implicitly by providing the findings of the research, which represent a feedback and a possible basis for future improvements to the ROP, to the Secretariat of the Regional Council of NUTS II Central Bohemia at their request.



## Bibliography

- (1) Bláha, P. (2004) Fondy Evropské unie a jejich využití v ČR. Nepublikovaná diplomová práce, Vysoká škola ekonomická v Praze, Fakulta managementu v Jindřichově Hradci.
- (2) Centrum pro regionální rozvoj České republiky (23. 07. 2006) Programy 2004-2006. Retrieved in August 2006 from <http://www.crr.cz/index.php?menu=75>
- (3) Český statistický úřad (27. 08. 2006) Vymezení územních jednotek NUTS v ČR pro potřeby statistické a analytické a pro potřeby EU. Retrieved in August 2006 from [http://www.czso.cz/csu/redakce.nsf/i/vymezeni\\_uzemnich\\_jednotek\\_nuts\\_v\\_cr\\_pro\\_potreby](http://www.czso.cz/csu/redakce.nsf/i/vymezeni_uzemnich_jednotek_nuts_v_cr_pro_potreby)
- (4) European Commission (06. 06. 2006) Working for the regions. Retrieved in August 2006 from [http://ec.europa.eu/regional\\_policy/intro/working4\\_en.htm](http://ec.europa.eu/regional_policy/intro/working4_en.htm)
- (5) Fondy Evropské unie (12. 02. 2007) Finanční perspektiva EU na léta 2007-2013: výsledná podoba. Retrieved in April 2007 from <http://www.strukturalni-fondy.cz/regionalni-politika/financni-perspektiva-eu-na-leta-2007-2013-vysledna-podoba>
- (6) Fondy Evropské unie (2006) Fondy EU v ČR. Retrieved in June 2006 from <http://www.strukturalni-fondy.cz/regionalni-politika-eu-2004-2006/fondy-eu-v-cr>
- (7) Fondy Evropské unie (18. 02. 2007) Měsíční analýza programu SROP k 31. 12. 2006. Retrieved in February 2007 from <http://www.strukturalni-fondy.cz/srop/mesicni-analyza-programu-srop-k-31-12-2006>
- (8) Fondy Evropské unie (14. 02. 2007) National Strategic Reference Frameworks. Retrieved in February 2007 from [http://www.strukturalni-fondy.cz/uploads/documents/HSS\\_2007\\_2013/NSRR\\_CR\\_2007\\_2013\\_leden\\_2007\\_pro\\_EK\\_final\\_EN.pdf](http://www.strukturalni-fondy.cz/uploads/documents/HSS_2007_2013/NSRR_CR_2007_2013_leden_2007_pro_EK_final_EN.pdf)
- (9) Fondy Evropské unie (2007) Programy 2007-2013. Retrieved in March 2007 from <http://www.strukturalni-fondy.cz/operacni-programy-2007-2013>
- (10) Fondy Evropské unie (2007) Regionální politika EU 2007-2013. Retrieved in April 2007 from <http://www.strukturalni-fondy.cz/regionalni-politika>
- (11) Fondy Evropské unie (17. 03. 2006) Regiony NUTS v ČR. Retrieved in August 2006 from <http://www.strukturalni-fondy.cz/regionalni-politika-eu-2004-2006/nuts>
- (12) Fondy Evropské unie (01. 02. 2007) ROP NUTS II Střední Čechy. Retrieved in February 2007 from <http://www.strukturalni-fondy.cz/rop-sc>

- (13) Fondy Evropské unie (16. 08. 2006) Společný regionální operační program (SROP). Retrieved in August 2006 from <http://www.strukturalni-fondy.cz/srop>
- (14) Fondy Evropské unie (2006) Srovnání Cílů a nástrojů politiky soudržnosti v současném a budoucím programovém období. Retrieved in November 2006 from <http://www.strukturalni-fondy.cz/uploads/old/1135676046.srovn-n-c-l-a-n-stroj-politiky-soudr-nosti-v.doc>
- (15) Fondy Evropské unie (14. 02. 2007) Strategické obecné zásady Společenství - česká verze. Retrieved in February 2007 from <http://www.strukturalni-fondy.cz/regionalni-politika-eu-2007-2013/strategicke-obecne-zasady-spolecenstvi-ceska-verze-1>)
- (16) Frydrychová-Klímová, B., Kacetl, J. (2004) A concise guide to academic writing in the English language. Hradec Králové: GAUDEAMUS Univerzita Hradec Králové.
- (17) Malá, V. a kolektiv autorů Katedry cestovního ruchu (2000) Cestovní ruch a Evropská unie. Praha: FMV VŠE v Praze, Katedra cestovního ruchu.
- (18) Ministerstvo pro místní rozvoj České republiky, Odbor vnějších vztahů (2004a) Česká republika 2004>06 Rámec podpory Společenství. Praha: Ministerstvo pro místní rozvoj České republiky.
- (19) Ministerstvo pro místní rozvoj České republiky, Odbor vnějších vztahů (2004b) Krok za krokem SROPem. Praha: Ministerstvo pro místní rozvoj České republiky.
- (20) Ministerstvo pro místní rozvoj České republiky, Odbor vnějších vztahů (2004c) Průvodce fondy Evropské unie. Praha: Ministerstvo pro místní rozvoj České republiky.
- (21) Ministerstvo pro místní rozvoj České republiky, Odbor vnějších vztahů (2004d) Společný regionální operační program. Věstník MMR ČR, 3/2004, pp 7-13.
- (22) Novotná, E. (2004) Lokální ankety. Jindřichův Hradec: Fakulta managementu Vysoké školy ekonomické v Praze.
- (23) Sedlčanskem na kole (2005a) Cyklotrasy. Retrived in February 2007 from <http://www.sedlcanskemnakole.cz/>
- (24) Sedlčanskem na kole (2005b) Informační centra. Retrived in February 2007 from <http://www.sedlcanskemnakole.cz/informacni-centra.htm>
- (25) Sedlčanskem na kole (2005c) Turistická ubytovna. Retrived in February 2007 from <http://www.sedlcanskemnakole.cz/ubytovna.htm>
- (26) Sedlčansko (2006) Sdružení obcí Sedlčanska. Retrieved in February 2007 from <http://www.sedlcansko.cz/obce.php?curmenu=118>

- (27) Středočeský kraj (2004) Central Bohemia Region. Retrieved in October 2006 from <http://www.kr-stredocesky.cz/home.asp?lang=en>
- (28) Středočeský kraj (2005) Jak na dotace Evropské unie aneb Společný regionální operační program – šance pro Střední Čechy. Praha: Středočeský kraj.
- (29) Středočeský kraj (2006a) Souhrnný seznam doporučených a náhradních projektů v 1.-5. kole. Retrieved in September 2006 from <http://www.kr-stredocesky.cz/evropska-unie-ehp/spolecny-regionalni-operacni-program/vyber-projektu?itmID=&chapter=214>
- (30) Středočeský kraj (2006b) Středočeský kraj. Retrieved in October 2006 from <http://www.kr-stredocesky.cz/stredocesky-kraj>
- (31) Středočeský kraj (2006c) Výběr projektů. Retrieved in November 2006 from <http://www.kr-stredocesky.cz/evropska-unie-ehp/spolecny-regionalni-operacni-program/vyber-projektu?itmID=&chapter=214>
- (32) Synek, M. (2002) Jak psát diplomové a jiné písemné práce. Praha: Vysoká škola ekonomická v Praze.
- (33) Štrach, P. (2007) Průvodce studiem: 6MP 580 Mezinárodní management. Nepublikovaný materiál. Vysoká škola ekonomická v Praze, Fakulta managementu v Jindřichově Hradci.

## **Appendices**

Appendix A: Allocation of Structural Funds and instruments 2004-2006  
(“new Member States”)

Appendix B: Cohesion Regions NUTS II in the Czech Republic

Appendix C: Comparison of Objectives and instruments of Cohesion Policy in the  
programming periods 2000-2006 and 2007-2013

Appendix D: Questionnaire form (Czech version)

Appendix E : Questionnaire form (English version)

Appendix F : The most demanding part of the project preparation – full responds

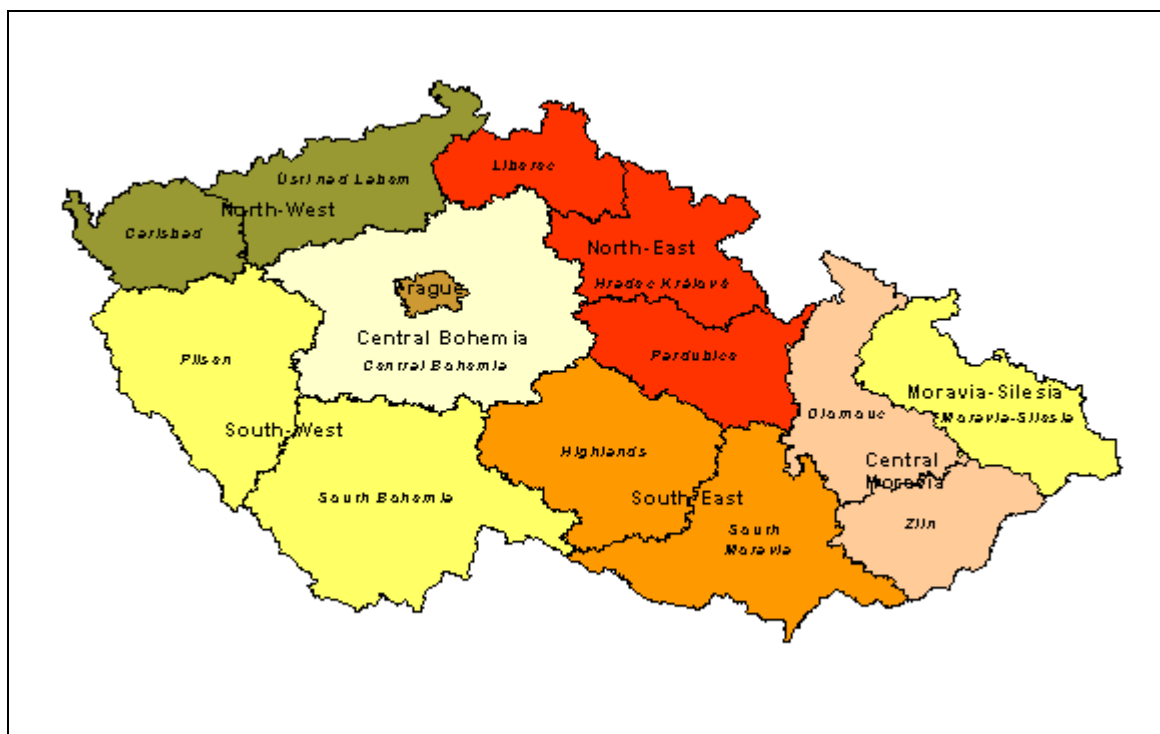
Appendix G: Sequence of problems (according to frequency of ticking)

# Appendix A Allocation of Structural Funds and instruments 2004-2006 (“new Member States”)

| New Member States and Structural Funds and instruments, 2004-06 <sup>(1)</sup>   |                  |               |               |               |               |                              | (million EUR and current prices) |   |                     |
|--|------------------|---------------|---------------|---------------|---------------|------------------------------|----------------------------------|---|---------------------|
| Country  | Objective 1      | Objective 2   | Objective 3   | Interreg      | EQUAL         | Cohesion Fund <sup>(*)</sup> | Total                            | Population in Obj. 1 and 2 areas (millions) | % of the population |
| Cyprus (**)  | 0.00             | 28.02         | 21.95         | 4.30          | 1.81          | 53.94                        | <b>113.44</b>                    | 0.212                                       | 30.90               |
| Czech Republic   | 1 454.27         | 71.30         | 58.79         | 68.68         | 32.10         | 936.05                       | <b>2 621.19</b>                  | 9.460                                       | 92.00               |
| Estonia  | 371.36           | 0.00          | 0.00          | 10.60         | 4.07          | 309.03                       | <b>695.06</b>                    | 1.379                                       | 100.00              |
| Hungary  | 1 995.72         | 0.00          | 0.00          | 68.68         | 30.29         | 1 112.67                     | <b>3 207.36</b>                  | 10.238                                      | 100.00              |
| Latvia   | 625.57           | 0.00          | 0.00          | 15.26         | 8.03          | 515.43                       | <b>1 164.29</b>                  | 2.391                                       | 100.00              |
| Lithuania  | 895.17           | 0.00          | 0.00          | 22.49         | 11.87         | 608.17                       | <b>1 537.70</b>                  | 3.531                                       | 100.00              |
| Malta  | 63.19            | 0.00          | 0.00          | 2.37          | 1.24          | 21.94                        | <b>88.74</b>                     | 0.387                                       | 100.00              |
| Poland   | 8 275.81         | 0.00          | 0.00          | 221.36        | 133.93        | 4 178.60                     | <b>12 809.70</b>                 | 38.654                                      | 100.00              |
| Slovakia   | 1 041.04         | 37.17         | 44.94         | 41.47         | 22.27         | 570.50                       | <b>1 757.39</b>                  | 4.957                                       | 91.90               |
| Slovenia   | 237.51           | 0.00          | 0.00          | 23.65         | 6.44          | 188.71                       | <b>456.31</b>                    | 1.986                                       | 100.00              |
| <b>Total</b>   | <b>14 959.64</b> | <b>136.49</b> | <b>125.68</b> | <b>478.86</b> | <b>252.05</b> | <b>8 495.04</b>              | <b>24 451.18</b>                 | <b>73.195</b>                               | <b>97.70</b>        |
| (*) Average.   |                  |               |               |               |               |                              |                                  |   |                     |
| (**) Including Fisheries Fund.   |                  |               |               |               |               |                              |                                  |   |                     |
| <sup>(1)</sup> Due to the different lengths of the programming periods for EU-15 and the 10 new Member States (seven years and three years), it is not useful to add the financial amounts up for these two groups of countries. |                  |               |               |               |               |                              |                                  |   |                     |

Source: EC, 2006

**Appendix B Cohesion regions NUTS II in the Czech Republic**



Source: Fondy EU, 17. 03. 2006

**Appendix C Comparison of Objectives and instruments of Cohesion Policy in the programming periods**

**2000-2006 and 2007-2013**

| 2000-2006  |                              | 2007-2013  |                              |
|--|------------------------------|--|------------------------------|
| Objectives   | Financial instrument         | Objectives   | Financial instrument         |
| Cohesion Fund  | Cohesion Fund                | Convergence  | Cohesion Fund<br>ERDF<br>ESF |
| Objective 1  | ERDF<br>ESF<br>EAGGF<br>FIFG |  |                              |
| Objective 2  | ERDF<br>ESF                  | Regional competitiveness and employment<br><div>- regional level<br/>- national level</div>  | ERDF<br>ESF                  |
| Objective 3  | ESF                          |  |                              |
| INTERREG   | ERDF                         | European territorial cooperation   | ERDF                         |
| URBAN  | ERDF                         |  |                              |
| EQUAL  | ESF                          |  |                              |
| LEADER+  | EAGGF                        |  |                              |
| Rural development and fishing restructuring, Objective 1 is excluded | EAGGF<br>FIFG                | Rural and fishing development will not be the part of Cohesion Policy any more, though it is going to be the part of the Common Agricultural Policy. |                              |
| 9 OBJECTIVES   | 6 FINANCIAL INSTRUMENTS      | 3 OBJECTIVES   | 3 FINANCIAL INSTRUMENTS      |

Source: Fondy EU, 2006b

## **I. Nejčastější problémy při sestavování projektu v rámci programu SROP**

*Instrukce pro vyplnění: Pokud jste daný problém v uvedených oblastech skutečně měli, klikněte prosím do šedého čtverce v příslušném řádku. Budete-li chtít zaškrtnutí zrušit, klikněte do čtverce ještě jednou. U otázek s volnou odpovědí – např. u možnosti „jiné problémy – jaké?“ – vepište do šedého obdélníku svůj text (libovolně dlouhý).*

### **1. Úroveň informovanosti o dotačním programu**

- ☐ nedostatek informačních materiálů o programu
- ☐ nedostupnost informačních materiálů o programu
- ☐ nejasnosti v informačních materiálech o programu
- ☐ nedostatečné prostudování materiálů o podmínkách (Programový dodatek, příručky, přílohy...)
- ☐ jiné problémy – jaké?

### **2. Časová náročnost přípravy projektu**

- ☐ podcenění časové náročnosti projektu
- ☐ příprava projektu nezačala v dostatečném časovém předstihu
- ☐ jiné problémy – jaké?

### **3. Problémy s řízením lidských zdrojů podílejících se na projektu**

- ☐ nespolehlivost / neschopnost lidí pověřených přípravou projektu
- ☐ nezajištění dostatečně velkého počtu lidí na přípravu projektu
- ☐ nevhodná volba zpracovatelské firmy projektu
- ☐ nedostatečné kontrolování lidí pověřených přípravou projektu
- ☐ nedodání podkladů ze strany zadavatele
- ☐ jiné problémy – jaké?

### **4. Využití pomoci při přípravě projektu**

- ☐ nečerpání zkušeností od jiných lidí (kteří už s přípravou projektu zkušenosti měli)
- ☐ neproběhla žádná konzultace se Sekretariátem Regionální rady (SRR)
- ☐ neproběhla finální konzultace se SRR před odevzdáním projektu
- ☐ jiné problémy – jaké?

### **5. Obsahové náležitosti projektu**

- ☐ problémy při sestavení rozpočtu nákladů a výnosů
- ☐ problémy se zajištěním transparentnosti projektu (dokumentace, evidence...)
- ☐ problémy s přesnou formulací projektového záměru
- ☐ nevyjasněné majetkové vztahy
- ☐ jiné problémy – jaké?

### **6. Problémy se zpracováním příloh k žádosti**

- ☐ soulad s rozvojovou strategií
- ☐ čestné prohlášení
- ☐ podrobný rozpočet projektu
- ☐ formuláře ISPROFIN
- ☐ podklady pro ekonomické hodnocení projektu
  - ☐ studie proveditelnosti
  - ☐ analýza nákladů a přínosů
- ☐ doklady o právní subjektivitě
- ☐ podklady pro posouzení finančního zdraví žadatele
- ☐ doklad o partnerství
- ☐ doklad o prokázání vlastnických vztahů
- ☐ doklad o prohlášení subjektu za nemovitou kulturní památku
- ☐ doklad o posouzení vlivu projektu na životní prostředí
- ☐ příslib spolufinancování ze Státního fondu dopravní infrastruktury
- ☐ potvrzení o certifikaci služby nebo zařízení cestovního ruchu
- ☐ územní rozhodnutí nebo sdělení stavebního úřadu o sloučení územního a stavebního řízení



- ☐ žádost o příspěvek z rozpočtu kraje
- ☐ stavební povolení nebo sloučené územní rozhodnutí a stavební povolení
- ☐ smlouva o vedení účtu
- ☐ doklad o zajištění finančního krytí projektu
- ☐ projektová dokumentace
- ☐ jiné přílohy – jaké?

### 7. Formulář ELZA

- ☐ problémy se zadáváním dat do formuláře
- ☐ problém s porozuměním formuláři
- ☐ problémy při tisku a uložení na přenosné médium
- které části?

### 8. Podání žádosti

- ☐ žádost byla podána na poslední chvíli (problémy s včasným podáním žádosti)
- ☐ problémy s elektronickou žádostí
- ☐ jiné problémy – jaké?

## II. Hodnocení podmínek pro schválení grantu

### 1. Jak hodnotíte podmínky pro schválení grantu?

- ☐ velmi náročné
- ☐ náročné
- ☐ středně náročné
- ☐ málo náročné
- ☐ nenáročné

### 2. Kterou část přípravy projektu považujete za nejnáročnější?

## III. Hodnocení spolupráce se SRR při přípravě projektu

U následujících otázek prosím zvolte vždy pouze jednu možnost.

### 1. Jak často jste žádali SRR o pomoc při přípravě Vašeho projektu?

- ☐ velmi často
- ☐ často
- ☐ občas
- ☐ výjimečně
- ☐ nikdy

### 2. Jak často Vám SRR dokázal pomoci při řešení problému?

- ☐ vždy
- ☐ většinou
- ☐ v polovině případů
- ☐ málokdy
- ☐ nikdy

### 3. Jak hodnotíte spolupráci se SRR při přípravě Vašeho projektu? Spolupráce se SRR byla:

- ☐ nezbytná (bez pomoci SRR bychom neuspěli)
- ☐ velmi přínosná
- ☐ poměrně přínosná (dobrá)
- ☐ skoro nepřínosná
- ☐ zbytečná (obešli jsme se bez SRR)

Nyní prosím vyplněný dotazník uložte ve svém počítači, zavřete ho a poté ho vložte jako přílohu do mailu, který odešlete na adresu [blaho-iv@fm.vse.cz](mailto:blaho-iv@fm.vse.cz).

**Velice Vám děkuji za Vaši ochotu spolupracovat!**

## **I. The most frequent problems by preparation of a project for the JROP**

**Instructions:** In case you really had the given problem, please click into the grey square in the related line. If you choose the possibility „Other problems – which?“, inscribe your text (arbitrarily long) in the grey box.

### **1. Level of informedness about the grant programme**

- ☐ lack of information materials about the programme
- ☐ unavailability of information materials about the programme
- ☐ obscurities in information materials about the programme
- ☐ insufficient examining of the materials (Programme amendment, manuals, attachments...)
- ☐ other problems – which?

### **2. Time demandingness of the project preparation**

- ☐ underestimation of time demandingness
- ☐ preparation of the project had not begun in time
- ☐ other problems – which?

### **3. Problems with relevant human resources management**

- ☐ unreliability/insufficiency of people entrusted with project preparation
- ☐ providing insufficient amount of people needed for project preparation
- ☐ wrong choice of executing partner
- ☐ insufficient monitoring of people entrusted with project preparation
- ☐ submitter's failure to deliver documents
- ☐ other problems – which?

### **4. Cooperation by project preparation**

- ☐ no drawing from the experience of other people (experienced in the project preparation)
- ☐ no consultation with the Secretariat of the Regional Council
- ☐ no final consultation with the Secretariat of the Regional Council before project submitting
- ☐ other problems – which?

### **5. Content essentials of the project**

- ☐ problems with CBA compilation
- ☐ problems with ensuring the project transparency (documentations, records...)
- ☐ problems with an exact formulation of the project plan
- ☐ unexplained property relations
- ☐ other problems – which?

### **6. Problems with compilation of attachments to the application**

- ☐ compliance with the development strategy
- ☐ statutory declaration
- ☐ detailed budget of a project
- ☐ ISPROFIN forms
- ☐ documents for economic evaluation of a project
  - ☐ feasibility study
  - ☐ CBA
- ☐ documents proving the legal liability
- ☐ documents for examination of financial health of the applicant
- ☐ document of the partnership
- ☐ document of proving the proprietary relations
- ☐ document of declaring the subject an immovable cultural monument
- ☐ document of judgement of the project impact on the environment
- ☐ promise of co-financing from the State Fund of Traffic Infrastructure
- ☐ confirmation of a certification of a service or a subject of tourism
- ☐ territorial resolution or a statement of consolidation of the territorial and building
- ☐ proceeding made by the building office
- ☐ request for a contribution from the district budget
- ☐ building permit or a joint territorial resolution and building permit

- ☐ contract of keeping an account
- ☐ document of ensuring the financial covering of a project
- ☐ project documentation
- ☐ other attachments – which?

### 7. ELZA form

- ☐ problems with putting the data into the form
- ☐ problems with understanding the form
- ☐ problems with printing and saving on a moveable medium (*which part?*)

### 8. Submitting the application

- ☐ problems with a timely application submission
- ☐ problems with an electronic application
- ☐ other problems – which?

## **II. Evaluation of project terms**

### 1. How do you evaluate the terms for the grant approval?

- ☐ very demanding
- ☐ demanding
- ☐ medium demanding
- ☐ little demanding
- ☐ undemanding

### 2. Which part of the project preparation do you consider to be the most demanding?

## **III. Evaluation of cooperation with the Secretariat of the Regional Council (SRC) by project preparation**

*Regarding the following questions, please choose always one option only.*

### 1. How often did you ask the SRC for help when preparing your project?

- ☐ very often
- ☐ often
- ☐ sometimes
- ☐ rarely
- ☐ never

### 2. How often did the SRC manage to help you solve a problem?

- ☐ every time
- ☐ mostly
- ☐ in half of the cases
- ☐ seldom
- ☐ never

### 3. How do you evaluate cooperation with the SRC by preparation of your project? The cooperation with SRC was:

- ☐ necessary (we would not succeed without SRC)
- ☐ very contributory
- ☐ quite contributory (good)
- ☐ almost no good
- ☐ no good (we managed to do without SRC)

*Now, please save the filled questionnaire in your PC, close it and then attach it to a mail that you send to blaho-iv@fm.vse.cz.*

***Thank you for your willingness to cooperate!***

**Appendix F The most demanding part of the project preparation - full responds**

| Which part of the project preparation do you find the most demanding?  | Frequency  |              |
|--|------------|--------------|
|  | absolutely | percentually |
| Not filled   | 3          | 12,5         |
| Hard to say, the preparation cannot be divided into individual parts   | 1          | 4,2          |
| A purposeful plan that can be sustainable by lower costs and project management after the project approval                                       | 1          | 4,2          |
| A good plan and a good project   | 1          | 4,2          |
| Regain of the building permit (a cycling trails project)   | 1          | 4,2          |
| Negotiations with České dráhy, a. s.   | 1          | 4,2          |
| Documents for economic evaluation of the project   | 1          | 4,2          |
| Economic analysis, a complex funding   | 1          | 4,2          |
| Waymarking and statements of the land owners (a cycling trails project)  | 1          | 4,2          |
| Feasibility study compilation and regain of a building permit (a cycling trails project)   | 1          | 4,2          |
| Project preparation in the ELZA form (too complicated)   | 1          | 4,2          |
| Regain of various statements   | 1          | 4,2          |
| Feasibility study, CBA, project documentation, building permit   | 1          | 4,2          |
| All parts actually, as incompatible things must be joined in the project   | 1          | 4,2          |
| Clarification of the proprietary relations   | 1          | 4,2          |
| Generally, the coordination of a preparation and realization of a project is demanding   | 1          | 4,2          |
| Feasibility study, predictions of a demand for services and services valuation   | 1          | 4,2          |
| Documents for economic evaluation of the project   | 1          | 4,2          |
| Generally, the project preparation is time and methodically very demanding.  | 1          | 4,2          |
| ISPROFIN, cash-flow  | 1          | 4,2          |
| Financial part and coordination of the strategies  | 1          | 4,2          |
| Constructing the project conception so that the project is purposeful, viable and able to succeed in the big competition in the grant proceeding | 1          | 4,2          |

Source: research data

## Appendix G Sequence of problems (according to frequency of ticking)

| Problem  | Frequency |      | Category |
|--|-----------|------|----------|
|  | ABS       | %    |          |
| Unclearities in information materials  | 9         | 37,5 | 1        |
| Problems with budget processing  | 9         | 37,5 | 5        |
| Problems with understanding the form   | 8         | 33,3 | 7        |
| ISPROFIN forms   | 6         | 25,0 | 6        |
| CBA  | 6         | 25,0 | 6        |
| Problems with printing and saving on a moveable medium   | 6         | 25,0 | 7        |
| Problems with a timely application submission  | 6         | 25,0 | 8        |
| Feasibility study  | 5         | 20,8 | 6        |
| Underestimation of time demandingness  | 4         | 16,7 | 2        |
| Preparation of the project had not begun in time   | 4         | 16,7 | 2        |
| Providing insufficient amount of people needed for project preparation   | 4         | 16,7 | 3        |
| Unexplained property relations   | 4         | 16,7 | 5        |
| Detailed budget of a project   | 4         | 16,7 | 6        |
| Document of the partnership  | 4         | 16,7 | 6        |
| Territorial resolution   | 4         | 16,7 | 6        |
| Building permit  | 4         | 16,7 | 6        |
| Insufficient examining of the materials  | 3         | 12,5 | 1        |
| Documents for economic evaluation of a project   | 3         | 12,5 | 6        |
| Document of ensuring the financial covering of a project   | 3         | 12,5 | 6        |
| Problems with putting the data into the form   | 3         | 12,5 | 7        |
| Lack of information materials  | 2         | 8,3  | 1        |
| Unreliability/incompetence of people entrusted with project preparation  | 2         | 8,3  | 3        |
| Wrong choice of executing partner  | 2         | 8,3  | 3        |
| No drawing from the experience of other people   | 2         | 8,3  | 4        |
| Problems with an exact formulation of the project plan   | 2         | 8,3  | 5        |
| Document of proving the proprietary relations  | 2         | 8,3  | 6        |
| Document of judgement of the project's impact on the environment   | 2         | 8,3  | 6        |
| Confirmation of a certification of a service/subject of tourism  | 2         | 8,3  | 6        |
| Inaccessability of information materials   | 1         | 4,2  | 1        |
| No consultation with the SRC   | 1         | 4,2  | 4        |
| No final consultation with the SRC   | 1         | 4,2  | 4        |
| Problems with ensuring the project transparency  | 1         | 4,2  | 5        |
| Compliance with the development strategy   | 1         | 4,2  | 6        |
| Project documentation  | 1         | 4,2  | 6        |
| OP: Frequent changes in programme documents and their updates => uncertainty which version is the most up-to-date  | 1         | 4,2  | 1        |
| OP: Changing terms (regarding the first rounds of the JROP)  | 1         | 4,2  | 1        |
| OP: Heterogeneous interpretation of information from the materials (differences of interpretations of the ministry and district clerks, among districts, too)          | 1         | 4,2  | 1        |
| OP: Incompleteness of information provided   | 1         | 4,2  | 1        |
| OP: Lack of time to study and understand the information materials   | 1         | 4,2  | 1        |
| OP: Everything takes more time than expected   | 1         | 4,2  | 2        |
| OP: Time demanding process of obtaining materials which are moreover available within the bureaucratic system, and sometimes they seem to be irrelevant to the project | 1         | 4,2  | 2        |
| OP: Time demandingness of processing the voluntary supplements that can support the successfulness of a project  | 1         | 4,2  | 2        |
| OP: Problematic meetings of experts by common appointments   | 1         | 4,2  | 3        |
| OP: Heterogeneous procedures of clerks, their consultations were only general, and the process of project evaluation of projects was very subjective                   | 1         | 4,2  | 3        |
| OP: The Secretariat's unwillingness to cooperate   | 1         | 4,2  | 4        |
| OP: Within evaluation, the points criteria are subjectively modified   | 1         | 4,2  | 5        |
| OP: The evaluation criteria were different from the requirements on documents such as Feasibility study or CBA   | 1         | 4,2  | 5        |
| OP: Problems with proving tenability, or availability of sources for financing the operation in several years  | 1         | 4,2  | 5        |
| OP: unspecified  | 1         | 4,2  | 5        |
| Other supplements: Serious problems with financing - forefinancing the project   | 1         | 4,2  | 6        |

Source: research data

Note: "OP" stands for "Other problems" in the relevant category