TOOLKIT FOR
CROSS-BORDER PROJECT MANAGEMENT
IN THE POLISH-CZECH BORDERLAND
IN THE CIESZYN SILESIA EUROREGION

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Introduction

Although generally project management consists in the application of know-how, skills and techniques to meet the requirements and expectations of the project participants[1], with respect to the activities implemented in borderlands these competencies are not sufficient in order to effectively plan and implement such enterprises. Apart from the basic skills in project management, the use of inter-cultural management principles is also essential, i.e. the type of management in which people from various cultures understand one another in the same manner[2].

For people professionally dealing with project implementation (managers, inter-cultural coaches, representatives of local and regional governments and non-governmental organizations and schools) a toolkit for the cross border project management in the Polish-Czech borderland - in the Cieszyn Silesia Euroregion has been developed. The theoretical foundations of cross-border project management methodology in an inter-cultural perspective included herein may be used in numerous cooperation areas. The presentation refers directly to the toolkit developed by the Euro-Institut Kehl/Strasbourg, which contains a transversal description of inter-cultural management and project management. It is recommended to use both tools simultaneously as they are complementary.

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[1] M. Pawlak, *Podstawy zarządzania projektami (Rudiments of Project Management)*, WPL, Lublin 2001, p. 7.

[2] B. Wassenberg, *Le management interculturel des relations transfrontalières à l'exemple du Rhin Supérieur,* l'Institut des Hautes Etudes Européennes de Strasbourg, Strasburg 2005, p. 5.

1. Defining the cross-border project

From the perspective of a particular organization's activity, the project is a new and unusual enterprise, different from its routine activities[3]. It is a planned and controlled process leading to a positive effect and creating a new quality[4]. According to W. Prussak and M. Wyrwicka, a project is a single, intentional and complex enterprise, distinguished from other enterprises, limited and specifically organized[5]. A cross-border project is characterized by a substantial, organizational and financial involvement in the enterprise of partners on both sides of the border[6].

Defining the project is interpreted as a collection of various types of processes, such as: the development of a preliminary project management structure, the assessment of the feasibility of the concept in the form of a project, the preliminary cost assessment, the development of a preliminary schedule, the specification of quality/results parameters, the preparation of a project mission and a preliminary project description based on preparatory steps[7].

With respect to defining the cross-border project which will then be implemented in the Polish-Czech borderland - in the Cieszyn Silesia Euroregion, many other aspects which apart from the above mentioned elements are of considerable significance at this stage of the project management should also be taken into consideration, e.g. the geographical environment, demography, economic relations, history, the political and legal system, the territorial government or the barriers in cross-border cooperation. The following chapter presents each of these elements with reference to the Polish-Czech cross border context and the specificity of the Cieszyn Silesia Euroregion. These issues can be analysed in various dimensions: a general or particular dimension; a national, regional, local or cross-border dimension. When defining a cross-border project, it should also be remembered to apply a transversal approach in which the particular components of the stage are analysed jointly (due to their relations and merging).

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[3] *A Guide to the Project Management Body of Knowledge Third Edition*, Project Management Institute, Newton Square 2004, p. 5.

[4] C. Burton, N. Michael, *Zarządzanie projektem (Project Management)*, ASTRUM, Wrocław 1999, pp. 17-20.

[5] W. Prussak, M. Wyrwicka, *Zarządzanie projektami (Project Management)*, Zachodnie Centrum Organizacji, Poznań 1997, p. 14.

[6] *The Micro-Projects Fund in the Operational Programme the Republic of Poland – 2007-2013*, 3 March 2008, pp. 11-13.

[7] P. Charette, A. Mitchel, S. Mazur, E. McSweeney, *Zarządzanie projektem. Poradnik dla samorządów terytorialnych (Project Management. A Guidebook for Territorial Governments)*, Małopolska Szkoła Administracji Publicznej w Krakowie (The Małopolska School of Public Administration in Cracow), Cracow 2004, p. 16.

1.1. General information, geographical environment, population and language, economic relations, the political system in Poland and the Czech Republic – the national context

1.1.1. General information concerning Poland and the Czech Republic

Poland (the Republic of Poland) is situated in Central Europe. As at 1 January 2014, the total area of Poland in accordance with the administrative division is 312679 km^2 which comprises the land area (including inland waters) - 311888 km^2 as well as a part of internal sea waters - 791 km^2, i.e. a part of the Vistula Lagoon together with port waters, a part of Nowowarpieńskie Lake [Neuwarper See] and a part of the Szczecin Lagoon together with the Rivers Świna and Dziwna and the Kamien Lagoon together with port waters, the Odra River between the Szczecin Lagoon and the Szczecin port waters and the Gdańsk Bay port waters as well as ports bordering on the territorial waters[8]. Poland's neighbours are: Russia (the length of the border in km: 210), Lithuania (the length of the border in km: 104), Belarus (the length of the border in km: 418), Ukraine (the length of the border in km: 535), Slovakia (the length of the border in km: 541), the Czech Republic (the length of the border in km: 796), and Germany (the length of the border in km: 467). The Polish coastal line is 770km long[9].

The Czech Republic just like Poland is also situated in Central Europe. As at 24 December 2011, the total area of the country in accordance with the administrative division is 78866 km^2. The neighbours of the Czech Republic are: Slovakia (the length of the border in km: 265), Austria (the length of the border in km: 466), Germany (the length of the border in km: 810), and Poland (the length of the border in km: 796)[10].

1.1.2. The geographical environment of Poland and the Czech Republic[11]

Poland is a remarkably lowland country – 54.4% of its area is located below 150 m above sea level (of which 0.2% is a depression area in Żuławy), and 36.9% at 150-300 m above sea level; highlands (300-500 m above sea level) cover 5.6%, medium mountains (500-1000 m) – 2.9%, and high

[8] *The Small Statistical Yearbook of Poland 2014*, The Central Statistical Office, Year LVII, Warsaw 2013, p. 26.

[9] *The Statistical Yearbook of the Republic of Poland 2013*, The Central Statistical Office, Year LXXIII, Warsaw 2013, p. 85.

[10] *Republika Czeska – przewodnik po rynku (The Czech Republic - a Guide on the Market)*, the Trade Promotion and Investments Division of the Embassy of the Republic of Poland in Prague, Prague 2011, p. 5.

[11] *Encyklopedia geograficzna Świata (The Geographical Encyclopaedia of the World)*. Vol. V. Europe, OPRESS, Cracow 1996, pp. 235, 365-369.

mountains (above 1000 m) only 0.2% of the country's area. The average elevation in Poland is 173 m above sea level.

In the Czech Republic, the dominant areas are areas with medium elevations from 300 to 800 m above sea level, which constitute 72% of the country's area. Elevations higher than 800 m above sea level constitute 4%, and lowlands - 24% of the country's area.

The climate is mostly temperate in Poland. Due to the appearance of air masses of oceanic and continental origin, its characteristic features are changeable weather types and six seasons of the year. The isotherms in winter run longitudinally (from 0° to -1°C in the west to -4°C in the north-east); whereas in the summer - latitudinally (from 17°C in the north to 19°C in foothill valleys). The average precipitation of many years for Poland is approximately 600 mm. The number of days with snowfall is 30-70 days in the lowlands and it exceeds 100 days in the mountains.

The Czech Republic is situated in the temperate climate zone and remains under the influence of air masses from the Atlantic Ocean. The southern part of the Bohemian-Moravian Highlands is under the influence of the tropical continental air masses. Air temperatures in January oscillate between 0°C and -6°C (except the mountains), and in July between 16°C and 20°C. The average annual precipitation is from 500 to 700 mm.

The river system in Poland is the result of the development of the lie of the land in the Tertiary Period (in the south) and the Quaternary Period (in the north). 99.7% of Poland's area belongs to the Baltic Sea basin. Small areas (0.3%) belong to the Black Sea and the North Sea basins. The main rivers include the Vistula River (1047 km), the Odra River (854 km, of which 742 km - within Poland's territory), the Warta River (808 km), the Bug River (587 km within Poland's territory) and the Narew River (448 km within Poland's territory).

Hydrographically, the Czech Republic belongs to three sea basins: the North Sea (the Elbe River), the Baltic Sea (the Odra River) and the Black Sea (the Danube River tributaries). The Elbe River in the Czech Republic is 370 km long, whereas the Odra River is 135 km long. The Morava River is 246 km long and in its lower part it is a border river with Slovakia.

There are approximately 9300 lakes with the area of over 1 ha in Poland; they occupy 1% of the total area of Poland. Glacial lakes are dominant, among them Śniardwy (113.8 km^2) and Mamry (104.4 km^2), and the deepest one is Hańcza (108.5 m). There are about 50 artificial reservoirs in Poland, chiefly in the Sudety and Karpaty Mountains and the Pomeranian Lake District.

In the Czech Republic, there are not many natural standing waters (the largest one is the Black Lake – 18.4 ha); there are however more ponds and artificial water reservoirs.

Poland's flora belongs to the central European broadleaf and mixed forest ecoregions. It is not very rich, with only 2250 species of vascular plants, 630 species of mosses and 1200 species of lichens. Herbaceous plants are dominant; there are only 9% of trees and bushes.

The Czech Republic, just like Poland, belongs to the central European flora ecoregion. Mixed forests with the dominant coniferous trees are the most common here. The following broadleaf

trees: the oak, hornbeam, linden, maple, beech; and the following coniferous trees: the spruce, pine and fir can be found here. In the south-eastern part of the country, apart from oaks, grassy flora occurs.

Polish fauna belongs to the European region. It comprises, among others, few preglacial relics, representatives of glacial fauna, as well as grasslands fauna from the south and east (the gopher, hamster) and forest fauna (the squirrel, forest dormouse, red deer, wild boar, bison, bear and roe deer). Polish fauna is not very rich; it comprises 55 freshwater fish species, 17 amphibian species, 8 reptile species, 227 bird species and 90 mammal species; the Karpaty and Sudety Mountains area is characterized by a certain distinctness of the fauna.

In the Czech Republic, the representatives of the fauna are such mammals as the red deer, roe deer, wild boar, mole; reptiles are represented by lizards and vipers.

1.1.3. Population and language in Poland and the Czech Republic

Poland has a population of 38 512 000 (as at 31 March 2011). It has a population density of 122 inhabitants per km^2.

The majority of the population (61.5%) lives in towns and cities. Warsaw with a population of 1 692 900 inhabitants (4.4% of the total population of Poland) is the largest city. Other large cities include: Łódź (774 000), Cracow (757 400), Wrocław (636 300), Poznań (570 800), Gdańsk (459 100), Szczecin (411 900), Bydgoszcz (368 200), Lublin (356 000), Katowice (319 900).

48.4% of the Polish society are men, and 51.6% - women. The average life expectancy of men is 70.5 years, and of women - 78.9 years. Poland is generally an ethnically uniform country. Ethnic minorities are less than 2% of the total population. The largest ethnic minorities are the Germans, the Romany people, the Ukrainians and the Belarusians. Poland is also inhabited by Jews, Lithuanians, Slovaks and others. The Roman Catholic denomination is the dominant religion (approximately 90% of the population).

The official language is the Polish language[12].

The Czech Republic has a population of 10 512 000 (as at 30 June 2012). The capital - Prague (Praha) is inhabited by 1 241 000 people. The other largest cities with respect to population are: Brno (379 000), Ostrava (300 000), Plzeň (167 000), Liberec (102 000), Olomouc (100 000), Ústí nad Labem (94 000), České Budějovice (94 000), Hradec Králové (93 000) and Pardubice (90 000).

90.4% of the Czech citizens are of Czech nationality, 3.7% – Moravian, 1.9% – Slovak, 0.5% – Polish, 0.4% – German, 0.2% – Vietnamese, 0.2% – Ukrainian, 0.1% – Romany, 0.1% – Silesian, and

[12] *Polska – twój partner gospodarczy* (Poland - your economic partner), Ministerstwo Gospodarki, Instytut Badań Rynku, Konsumpcji i Koniunktur (The Ministry of Economy, the Institute for Market, Consumption and Business Cycles Research), Warsaw 2007, p. 8.

2.5% - other nationalities[13]. In 2010 the structure of religious denominations in the Czech Republic was as follows: atheists – 39.7 %, Roman Catholics – 39.2%, Protestants – 4.6 %, the Jewish religion – 3%, other denominations – 13.4 %.

The official language is the Czech language[14].

1.1.4. Economic relations between Poland and the Czech Republic[15]

According to data provided by the Central Statistical Office, the Polish-Czech turnover in 2013 increased by 3%, and reached the value of 15.1 billion EUR. Polish export increased by 4% and was equal to over 9.4 billion EUR, while Polish import slightly exceeded the level of 2012 and was equal to 5.7 billion EUR. The Czech Republic is one of Poland's most important economic partners with respect to the trading volume, after Germany, Russia and China. The Czech Republic was in the third position with respect to the reception of Polish goods and in the seventh position with respect to Polish import. The balance of trading turnover was over 3.7 billion EUR.

The electrical machinery industry products were the dominant products in export – about 29%, then the metallurgical products – about 20%, the chemical industry products – over 14%, and agricultural and food products – almost 13%. The main products exported from Poland to the Czech Republic were motor vehicle spare parts and accessories – about 5.8%, telephone, telegraph and telecommunication equipment – 3.9%, power energy – 3.7%, copper wire – about 3%, lounge furniture – over 2.4%, other bars and cast iron or non-alloy rods – over 2.4%, combustion and piston engines – 2.1%, as well as petroleum oils, combustion engines with spark ignition, coal, coal briquettes, flat-rolled products and insulated wire, cables and television reception apparatus.

The most important groups of goods imported from the Czech Republic were: electrical machinery products – about 34%, chemical industry products – over 18%, metallurgical products - about 17.0%, agricultural and food products – almost 8% and mineral products – over 6%. The main goods imported from the Czech Republic were: cars and other motor vehicles – over 9%, motor vehicle parts and accessories – over 4%, cyclic hydrocarbons – 2.6%, coal, coal briquettes –

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[13] *Informacje ogólne o Republice Czeskiej (General Information about the Czech Republic)*, the Embassy of the Republic of Poland in Prague, https://praha.trade.gov.pl/pl/czech/article/detail,867,Informacje_ogolne_o_Republice_Czeskiej.html [date of reading: 9.06.2014].

[14] *Informacje o Republice Czeskiej (Information about the Czech Republic)*, the Czech-Polish Chamber of Commerce in Ostrava, http://www.opolsku.cz/pl/informacje-o-cr/ date of reading: 9.06.2014].

[15] *Republika Czeska. Informacja o sytuacji gospodarczej i stosunkach gospodarczych z Polską (The Czech Republic. Information on the economic situation and economic relations with Poland)*, A note prepared by the Department of Promotion and Bilateral Cooperation of the Ministry of Economy of the Republic of Poland; *Republika Czeska – przewodnik po rynku… (The Czech Republic - a Guide on the Market)*, pp. 27-36.

2.4%, automatic data processing equipment – 1.9%, flat-rolled products - over 1.5% as well as styrene polymers, toilet paper, cotton wool, tires, organic surface active agents and other preparations, insulated wire, discards and iron cast and steel scrap, and lounge furniture. In 2013 Poland had the highest surplus in trade with the Czech Republic in the area of metallurgical products, electrical machinery products, mineral products and agricultural and food products, and the highest deficit in the area of motor vehicles and plant products.

According to data provided by the National Bank of Poland, in 2012 Poland's direct investments in the Czech Republic increased by about 87 million EUR. The cumulated value of Polish investments in the Czech Republic as at 31 December 2011 was equal to 1976.1 million EUR. The largest Polish investments were then: the purchase of Unipetrol by PKN Orlen – about 530.0 million EUR, the purchase of 100% shares in the Kauczuk chemical plant (at present: Synthos) by the "Dwory" Oświęcim Chemical Plant – about 195 million EUR, investments made by Asseco which took over the "PVT" Czech Computing Equipment Plant – about 63 million EUR, the purchase of the Czech chemical plant SPOLANA in Neratowice (Neratovice) by the ANWIL Chemical Plant – about 32.5 million EUR. The remaining investments were made in the motor industry (VAB), in retail trade (LPP, Tatuum, CCC, Ryłko, Alpinus, Sun Suits, Kler, Vox), the IT industry (Prokom Software) and the food industry – the takeover of Wolmark – the largest juice and beverage producer in the Czech market – by Maspex, and the purchase of the Czech tea manufacturer Dukat by Mokate.

The Czech investments in Poland in 2012 increased by 41.8 million EUR. Of the Czech investments whose cumulated value by the end of 2012 was about 327.2 million EUR, the most important were the following: the investment in the power energy sector made by the Czech state power energy company ČEZ which in January 2006 purchased the majority of shares (75%) in the Skawina Power Plant (in 2009 – 100% shares) and the Elcho Heat and Power Plant (89%) in southern Poland – about 390 million EUR, the Czech-Slovak capital group Penta Investments a.s. – about 130 million EUR, Tchas – 49.8 million EUR, Kofoli – about 20 million EUR, Foma Bohemia – about 12 million EUR, Model Obaly – about 10 million EUR, Delty Pekarny – about 8 million EUR. The largest Czech investor in Poland, the ČEZ power energy company, planned the construction of a new 430 MW gas-fired power generation unit in Skawina. The value of this investment is estimated at about 400 million EUR, and its commissioning is planned in 2014. In September 2009 the Polish company Metalurgia SA in Radom was taken over by the Czech Trzyniec (Třinec) Steelworks, one of the largest steelworks in the Czech Republic which intends to extend the Polish plant. New World Resources (the company which purchased the Morcinek coal mine) started the construction of a mining facility in the place of the closed Dębieńsko Mine (NWR Karbonia). Furthermore, the Czech Industrial and Power Energy Holding EPH purchased the Silesia Mine in Czechowice-Dziedzice belonging to Kompania Węglowa S.A.

The Czech companies are more and more interested in the Warsaw Stock Exchange, and in particular in NewConnect. Following the successful début of Proton Energy, since September 2009 another Czech company, BGS Energy Plus, has been operating on the Stock Exchange.

1.1.5. The political system in Poland and the Czech Republic

In accordance with the Constitutional Act of 2 April 1997, the state authorities in Poland are the following:

- with respect to legislative authority – the Sejm and the Senate of the Republic of Poland,
- with respect to executive authority – the President of the Republic of Poland and the Council of Ministers,
- with respect to judicial authority - independent courts of law.

The Sejm is the lower house of the Polish Parliament, elected every four years by universal ballot in a general, equal, direct and proportionate election. It consists of 460 deputies. The Supreme Audit Office (NIK) is subordinated to the Sejm. The Sejm comprises: Prezydium Sejmu (the presiding body), Konwent Seniorów (the Council of Elders) and the Sejm committees. The basic form of the deputies' political organization in the Sejm is a parliamentary club.

The Senate is the upper house of the Polish Parliament; it is also elected every four years by universal ballot in a general and direct election, held along with the election to the Sejm. The Senate consists of 100 senators. In the most important matters specified in the constitutional act the Sejm and Senate debate together under the leadership of the Sejm Marshal establishing the National Assembly.

The President is elected every five years in general, equal, direct elections and he/she can be re-elected only once. The President is the supreme state representative who ensures observance of the Constitution, and safeguards the sovereignty and security of the State. The President appoints the Prime Minister and – at his/her motion – the ministers. The President's executive body is the Chancellery.

The Council of the Ministers consists of the Prime Minister who is the President of the Council, Deputy Prime Ministers and ministers. The government is responsible for the state internal and foreign policy. The government shall in particular: ensure the execution of the law, manage the work of public administration, prepare the draft budget and supervise its implementation.

The Sejm gives the Cabinet a vote of confidence[16].

The Czech Republic is a parliamentary democracy established pursuant to the Act of 1 January 1993 (Zákon č. 1/1993 Sb.). This document includes the List of Fundamental Rights and Freedoms (Listina základních práv a svobod, Zákon č. 2/1993 Sb.). According to the Act, the state authorities in the Czech Republic are the following:

[16] *Polska – twój partner gospodarczy (Poland - your economic partner)…,* p. 9.

- with respect to legislative authority – the Chamber of Deputies (Poslanecká sněmovna) and the Senate (Senát),
- with respect to executive authority - the Government and the President[17].

The Chamber of Deputies consists of 200 deputies elected for a four-year term by proportional representation (with a 5% election threshold). The Chamber of Deputies passes acts of Parliament. It may also override the President's or the Senate's veto. It approves the state budget and decides about the vote of confidence for the Cabinet members. The other competences of the Chamber of Deputies comprise for instance the selection of the Ombudsman or the candidate for the President of the Supreme Audit Office. After a draft law has been approved by the Chamber of Deputies, it is sent to the Senate.

The Senate consists of 81 senators elected by two-round runoff voting for a six-year term. Elections to the Senate are held every two years with one-third of the members elected every even year. The Senate may approve a draft law sent by the Chamber of Deputies and have it counter-signed by the President, but it may also: a) decide that it will not proceed with the draft law (practically, the act is passed by the Parliament then), b) return the draft law to the Chamber of Deputies with proposed changes, c) reject the draft law. The majority of votes of all members of the Chamber of Deputies is sufficient in order to reject the Senate's decision. In the event of the Senate's amendments, the Chamber of Deputies decides whether it will pass an act with or without consideration of the Senate's comments. Furthermore, the Senate approves the choice of the judges of the Constitutional Tribunal (at the President's motion).

The Cabinet consists of the President of the Council of Ministers (the Prime Minister), Deputy Prime Ministers and ministers. The Cabinet is responsible before the Chamber of Deputies which decides about the vote of confidence for the Cabinet. The effective law is created within a legislative process by the Parliament - chiefly in the form of acts. The Cabinet is entitled to pass executive acts to the law[18].

Until 2008 the President was elected every five years during a joint meeting of both chambers of Parliament. The President can serve for no more than two consecutive terms. The President is the Commander-in-Chief of the armed forces. He is responsible for the external representation of the state, and one of the most important tools of the President's authority is the possibility to veto acts passed by Parliament, with the exception of the constitutional acts. Since January 2013 the presidential election is direct. All citizens of the Czech Republic aged 18 and older have the active right to vote in the elections. Every citizen aged 40 and older who has the active right to vote has also the passive right to vote. Every citizen aged 18 and older is entitled to nominate a candidate

[17] L.Rýznar, *Rozmanitosti EU: (25 tváří Evropy),* Svoboda Servis, Praha 2006, p. 298.

[18] *Polak w Czechach. Internetowy przewodnik po prawie i życiu (A Pole in the Czech Republic. An Internet Guide to the Legal System and Life)*, http://polakwczechach.pl/home/3-system-prawny-i-polityczny/137-podstawy-ustroju-politycznego-.html [date of reading: 9.06.2014].

for President if such candidate obtains 50 000 signatures supporting his/her candidacy. A candidate may also be nominated by at least 20 delegates or 10 senators. The candidate who obtains more than a half of all valid votes shall become President. In the event that none of the candidates obtains the required number of votes, two weeks later the second voting is held, with the participation of the two candidates with the largest number of votes obtained in the first voting. The candidate with the largest number of votes wins the second part of voting[19].

1.2. The local authorities in Poland [20] and the Czech Republic [21] – the regional and local context

The local government in Poland has a long history and it has evolved along with the democratization of the state. There are local government entities on all three levels of the state territorial division (table 1), i.e. the local level: 2478 gminas [communes] (including 307 towns, 580 urban-rural gminas and 1591 rural gminas), the intermediate level: 379 poviats [districts] (including 314 rural and 65 municipal poviats) and the regional level: 16 voivodeships [provinces] (data as at 31 December 2012). Pursuant to the Act of 15 March 2002 establishing Warsaw as a gmina with the rights of a municipal poviat, Warsaw now has a different type of local government. The capital city is additionally divided into 18 urban districts. The local government entities in the capital city of Warsaw are the City Council (consisting of 60 councillors elected by universal ballot) and the City President. The district government entities are the council and the management board elected during the council elections, in accordance with legal acts regulations.

The local government entities at all levels are equipped with a democratic law-making instrument, i.e. a local referendum.

A similar concept of the local government model was included in the March Constitution of 1921 which provided for the existence of entities in a gmina, poviat and voivodeship (with Warsaw being a separate city), although only 2 of the 16 voivodeships: Pomorskie and Poznańskie could have the actual local government status. After World War II the local government system has been evolving and the entities as well as their competences and objectives have been changing. A breakthrough in the Polish local government system was the reform of 1975 establishing a two-tier local government - gminas and voivodships - and eliminating the former poviats. Another step was the introduction of the local government at the gmina level only in 1990.

[19] *System polityczny* [The Political System], the Embassy of the Czech Republic in Warsaw, http://www.mzv.cz/warsaw/pl/informacje_o_rcz/system_polityczny/index.html [date of reading: 9.06.2014].

[20] *Samorządy w Unii Europejskiej* (Local Governments in the European Union), European Integration Committee Office, Warsaw 2007, pp. 39-41.

[21] Ibid., pp. 14-16.

In 1998 there was a significant turnabout in the history of Polish local government - the Sejm passed acts establishing the poviat and voivodeship local government as of 1 January 1999. The administrative reform of 2002 finally regulated the local government issues in a form effective till now. The legal bases for the local government functioning in Poland are included in the following legal acts:

- the Constitution of the Republic of Poland of 2 April 1997;
- the Act on Communal Local Government of 8 March 1990;
- the Act on Municipal Management of 20 December 1996;
- the Act on District Local Government of 05 June 1998;
- the Act on Provincial Local Government of 05 June 1998;
- the Act on the Basic Three Tier Territorial Division of the State of 24 July 1998;
- the Act on Public Finances of 28 November 1998;
- the Act on Local Referendums of 15 September 2000;
- the Act on Direct Elections of Gmina Leaders, Mayors and Town Presidents of 20 June 2002;
- the Act on Incomes of Local Government Entities of 13 November 2003.

Table 1. Local government entities in the Republic of Poland.

Gmina		
Entity name	Gmina council/ town council	Gmina Leader/ Mayor/ President
Election manner	Secret, equal, universal, direct ballot	Universal, equal, direct ballot
Numbers	15-45 councillors, depending on the population in a gmina	1 + 1 to 4 deputies
Term of office	4 years	4 years
Competences	A decision-making and supervising entity, it appoints committees to perform specific tasks (obligatorily, a revision committee), adopts the communal budget and considers the budget execution reports, makes resolutions concerning the granting of discharge or absence thereof, adopts economic programmes	One-person executive entity, it manages the current affairs in the gmina, makes administrative decisions, is responsible for the external representation of the gmina, is the gmina office manager; a gmina leader/ mayor/ president may appoint from 1 to 4 deputies, depending on the population of a particular gmina
Poviat		
Entity name	Poviat council	Poviat management board headed by a starost
Election manner	Secret, universal, direct ballot	Elected by the poviat council
Numbers	15-29, depending on the poviat size	3-5 members, including the starost and vice-starost
Term of office	4 years	4 years
Competences	A decision-making and supervising entity, it appoints committees (obligatorily, a revision committee),	An executive entity, the starost organizes the work of the poviat management board and the poviat

	appoints and dismisses the management board, adopts the poviat budget, considers the budget execution reports, makes resolutions concerning the granting of discharge for the management board or absence thereof,	office, manages the current affairs of the poviat, is responsible for the external representation of the poviat, is the manager of the poviat office and the supervisor of poviat services, inspection units and guards
Voivodeship		
Entity name	Voivodeship Sejmik [Council]	Voivodeship management board headed by the Marshal
Election manner	Secret, universal, direct ballot	Elected by the voivodeship sejmik
Numbers	From 30 + 3 for each subsequent 500000 inhabitants above 2 million	5 (the Marshal, Vice-Marshal or 2 Vice-Marshals and other members)
Term of office	4 years	4 years
Competences	A decision-making and supervising entity, it appoints committees (obligatorily, a revision committee), adopts, among other things, voivodeship programmes and budget, considers the voivodeship budget execution reports, financial reports and multi-annual programme execution reports, makes resolutions concerning the granting of discharge for the management board or absence thereof	An executive entity, the Marshal organizes the work of the management board and the Marshal Office, is responsible for the external representation of the voivodeship. The Marshal is the office manager, the superior of the office employees and the local government organizational unit heads

Source: *Samorządy w Unii Europejskiej (Local Governments in the European Union)*, European Integration Committee Office, Warsaw 2007, pp. 39-41.

The gmina's own tasks comprise: spatial planning, real property management, water management, water and sewerage system management, communal road management, collective transport, health service, social assistance services, housing, market places and halls, green areas and trees, communal cemeteries, schools, culture and sports, pro-family policy, environment protection, communal property management, cooperation with non-governmental organizations, promotion of the gmina.

The poviat's own tasks comprise: education, promotion and health services, social assistance services, pro-family policy, support for disabled persons, collective transport and public roads, culture, physical culture and tourism, geodesy, real property management, architectural and construction management, water management, environment protection, flood prevention, consumer rights protection, unemployment prevention and activation of the local labour market, defence, promotion of the poviat.

The voivodeship's own tasks comprise: education, including higher education, health promotion and service, culture, social assistance services, pro-family policy, modernization of rural areas,

spatial planning, environment protection, flood prevention, water management, collective transport, public roads, physical culture and tourism, consumer rights protection, defence, public security, unemployment prevention and activation of the local labour market.

The local government in Poland is supervised with respect to its legality, purposefulness, and in case of commissioned tasks also with respect to reliability and cost-effectiveness. The supervising entities are: the President of the Council of Ministers, voivods, the Regional Accounting Chamber, the Supreme Administrative Court, as well as the Voivodeship Administrative Courts, Local Government Appeal Courts.

The local government revenues come mainly from taxes, such as a share in the personal income from natural persons and legal entities, property tax, agricultural and forest tax, motor vehicle tax, dog tax, tax on civil law transactions, inheritance and donations, the inhabitants' self-taxation. There are also revenues from such fees as visitors' taxes, stamp duty, administrative fees, service charges, other fees, on the basis of separate acts (parking fees, licence fees, permit fees), revenues from the communal property, sale of property, lease of property, rental, interest due from cash on bank accounts, interest due from loans granted from the communal budget, donations, fines, penalties, inheritance, EU funds, special purpose funds, subsidies and designated subsidies from national budget funds.

The Constitution of the Czech Republic of 1992 provided for a two-tier local self government represented by the gmina and region. Despite the fact that the Constitution provided for the establishment of self-government on the regional level, its formation was continually delayed. The Czech governments realized however, that regions have to be established if the state was to be accepted in the European Union; in 2000 the regional self-government was eventually formed. Two years later the 13 Czech regions were joined by a special region – Prague.

The Czech local government is highly fragmented: in 1989 there were 4101 gminas (a gmina is the basic local government unit in the Czech Republic), while at present there are 6252 gminas in the Czech Republic and Moravia. The other local government tier is the regions; there are 14 of them (including the Prague region) (table 2).

The capital of the Czech Republic – Prague (like most of European capital cities) has a special position in the Czech administrative system. Prague is divided into 57 districts, many of which previously used to be independent local governments that were joined with Prague. There are many separate offices for the various parts of the capital city, although formally Prague is one local government. The Prague local government is at the same time a territorial government and governmental administration.

The legal bases for the local government functioning in the Czech Republic are included in the following legal acts:

- the new Constitution of the Czech Republic of 16 December 1992;
- the Act of 12 April 1990 on gminas (the communal local government);

- the Act of 12 April 1990 on regions;
- the Act of 13 April 1990 on the capital city of Prague;
- the Act of 12 April 2000 regulating the regional election mode;
- the Act of 6 December 2001 on gmina council elections and on the amendments of certain acts.

Table 2. Local government entities in the Czech Republic.

Gmina			
Entity name	Gmina council (Obecní zastupitelstvo)	Gmina committee (Obecní rada), elected in gminas with more than 15 councillors	Starost (Starosta or Primátor), in gminas with fewer than 15 councillors the Starost performs the tasks of a committee as well
Election manner	Universal, equal, direct, secret and proportionate ballot	Elected by the council from among its members	Elected by the council from among its members
Numbers	5-55 councillors, depending on the population and the size of a gmina	5-11 members, not more than 1/3 of the number of councillors	1
Term of office	4 years	4 years	4 years
Competences	A legislative entity, elects the commission members	An executive entity comprising: the Starost, a deputy, other members, it may form commissions; the committee may entrust the deputy with the performance of certain tasks of the Starost	Prepares, presides and leads the committee sessions, is the head of the gmina office and implements tasks commissioned by the state authorities
Additional information	All citizens aged 18 and older have active and passive voting rights		
Region			
Entity name	Regional Assembly (Zastupitelstvo)	Regional Committee headed by a Chairperson (Hejtman) (Rada)	
Election manner	Direct elections	Elected by the Assembly	
Term of office	4 years	4 years	
Competences	Supervises the budget and subsidies granted to the gminas, may propose draft laws	An executive body	
Additional information		Consists of a Chairperson (Hejtman), Deputy Chairperson and other members	

Source: *Samorządy w Unii Europejskiej (Local Governments in the European Union)*, European Integration Committee Office, Warsaw 2007, p. 15.

The gmina's competences comprise in particular: management of the communal budget, local development, municipal guards, water distribution, building renovation, agriculture, elementary schools, housing, social assistance, urban planning.

The so-called towns with a special status play a special role in the local government of the Czech Republic - currently (as at 9 June 2014) there are 26 such towns (Brno, Chomutov, České Budějovice, Děčín, Frýdek-Místek, Havířov, Hradec Králové, Jablonec nad Nisou, Jihlava, Karlovy Vary, Karviná, Kladno, Liberec, Mladá Boleslav, Most, Olomouc, Opava, Ostrava, Pardubice, Plzeň, Prague, Prostějov, Přerov, Teplice, Ústí nad Labem, Zlín). They have been granted extended competences due to their size, economic, social and cultural importance for the regions in which they are located.

The regional government is responsible for the secondary schools, road networks, social assistance services, environment protection, public transport, regional development and health services.

Since 1993, 60-70% of the communal revenues have come from various types of income taxes, as well as from other taxes and charges, communal bonds, the sale of communal property, bank loans, etc.

1.3. The legal regulations of the Polish-Czech cross-border cooperation

The substantive and organizational basis for the cross-border cooperation applicable to the Polish euroregional policy have been specified in numerous multi-lateral agreements, such as the Madrid Convention, the European Charter for Border and Cross-Border Regions, the European Charter of Territorial Self-Government or the European Charter of Regional Self-Government. These agreements have led and they still lead to the establishment of cross-border cooperation at the regional or local level based on separate agreements and covenants. More detailed frameworks concerning cross-border cooperation in Poland and the Czech Republic have been specified in inter-state treaties[22], bilateral and trilateral agreements, regional or local agreements or covenants.

[22] M. Olszewski, *Euroregional cooperetion as a contribution to EU-integration. The example of the Euroregion Śląsk Cieszyński (Cieszyn Silesia)* [in:] ed.: B. Wassenberg, J. Beck, *Living and Researching Cross-Border Cooperation (Volume 3): The European Dimension, Studies of the History of the European Integration*, No. 14, Franz Steiner Verlag, Stuttgart 2011, p. 270.

Table 3. The most important international agreements concluded between the Government of the Republic of Poland and the Government of the Czech Republic.

#	Title of agreement	Date of signing
1.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech and Slovak Federal Republic concerning the terms of using the Polish–Czech Friendship Trail	19 May 1991
2.	An agreement between the Government of the Republic of Poland and the Government of the Czech and Slovak Federal Republic concerning visa-free travel.	19 May 1991
3.	A treaty between the Republic of Poland and the Czech and Slovak Federal Republic concerning good neighbourhood, solidarity and friendly cooperation	6 October 1991
4.	An agreement between the Government of the Republic of Poland and the Government of the Czech and Slovak Federal Republic on the mutual employment of Polish, Czech and Slovak citizens	16 June 1992
5.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on the transfer of people across the common state border	10 May 1993
6.	An agreement between the Republic of Poland and the Czech Republic on the support and mutual protection of investments	16 July 1993
7.	A covenant between the Ministry of Internal Affairs of the Republic of Poland and the Ministry of Internal Affairs of the Czech Republic on the execution of the agreement between the Government of the Republic of Poland and the Government of the Czech Republic on the transfer of people across the common state border	17 August 1993
8.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on cross-border cooperation	08 September 1994
9.	An agreement between the Republic of Poland and the Czech Republic on the common state border	17 January 1995
10.	An agreement between the Republic of Poland and the Czech Republic on the local border traffic	17 January 1995
11.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the change of the railway border crossing Český Těšín-Cieszyn into a passenger crossing for citizens of all the states in the world and a passenger crossing operating within the local border traffic	28 February 1995
12.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the opening of a road border crossing in Miłoszów-Srbska	19 December 1995
13.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the Owsiszcze-Piast border crossing /local border traffic/	03 January 1996
14.	A protocol between the Government of the Republic of Poland and the Government of the Czech Republic on the succession of bilateral agreements and the review of the treaty system between the Republic of Poland and the Czech Republic	29 March 1996
15.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the abolition	03 April 1996

	of regional restrictions in freight transport up to 3.5 t. in the border crossings of Dolni Lipka - Boboszów, Kronor-Pietrowice, Zlote Hory-Konradów, Sudice-Pietraszyn	
16.	A covenant between the Ministry of National Defence of the Republic of Poland and the Ministry of Defence of the Czech Republic on military cooperation	13 April 1996
17.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the opening of a road border crossing Jasnowice-Bukovec for international passenger traffic and local border traffic	13 May 1996
18.	An agreement between the Republic of Poland and the Czech Republic on mutual assistance in customs matters	15 May 1996
19.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the opening of the Paczków-Bílý Potok border crossing	03 July 1996
20.	An agreement in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the Zawidów-Habartice border crossing	13 November 1996
21.	An agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings	22 November 1996
22.	A covenant between the Ministry of Foreign Affairs of the Republic of Poland and the Ministry of Foreign Affairs of the Czech Republic on the transfer of buildings for the Polish House in Prague and on the guarantee of the temporary functioning of the Polish Institute in Prague	04 April 1997
23.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic in the form of an exchange of notes on the establishment and opening of a road border crossing Czerniawa Zdrój-Nove Mesto	27 May 1997
24.	An agreement between the Republic of Poland and the Czech Republic on cooperation in the field of environment protection	15 January 1998
25.	An agreement between the Republic of Poland and the Czech Republic on the maintenance of road border bridges and common sections of roads in the Polish-Czech state border	09 March 1998
26.	A covenant between the Ministry of National Defence of the Republic of Poland and the Ministry of Defence of the Czech Republic on the protection of military classified information	01 October 1998
27.	An agreement between the Republic of Poland and the Czech Republic on cooperation in border checks	25 May 1999
28.	An agreement between the Republic of Poland and the Czech Republic on cooperation in border matters	25 May 1999
29.	An agreement between the Republic of Poland and the Czech Republic on cooperation in the field of science and technology	13 January 2000
30.	An agreement between the Republic of Poland and the Czech Republic on an amendment of the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995	08 June 2000
31.	An agreement between the Republic of Poland and the Czech Republic on cooperation and mutual assistance in the event of disasters,	08 June 2000

	natural calamities and other extraordinary incidents	
32.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of clause 7 of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings drafted in Warsaw on 22 November 1996, Pietraszyn-Sudice	13 July 2000
33.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the deletion of clause 2 of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings drafted in Warsaw on 22 November 1996	10 April 2001
34.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996, Pomorzowiczki-Osoblaha	29 May 2001
35.	An agreement between the Republic of Poland and the Czech Republic on a new connection between the Polish national road no. 78 and the Czech road I/58 and the construction of a new border bridge across the Odra River near Chałupki and Bohumin	25 August 2001
36.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 (Starostin-Golińsk)	28 December 2001
37.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 in the form of an exchange of notes	08 January 2001
38.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 in the form of an exchange of notes	08 January 2001
39.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings, Owsiszcze-Pist	03 July 2001
40.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on border	11 December 2001

	crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 /Trzebina Bartultovice/	
41.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, Zlaté Hory-Konradów, Bílý Potok-Paczków	23 January 2002
42.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, Kralovec-Lubawka	23 January 2002
43.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 /in the form of an exchange of notes/	06 February 2002
44.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosures no. 1 and 2 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 /Bartultovice-Trzebina/	12 February 2002
45.	An agreement between the Republic of Poland and the Czech Republic on the construction of a new border bridge across the Dzika Orlica River in the Mostowice-Orlické Záhoří border crossing	20 March 2002
46.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 /Pomorzowiczki-Osoblaha/	18 April 2002
47.	An agreement between the Republic of Poland and the Czech Republic on the connection between the Polish A1 motorway and the Czech D 47 motorway in the Polish-Czech state border	20 May 2002
48.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 /Chomiąża/Chomýž/	28 May 2002
49.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing	28 May 2002

	outside designated border crossings of 22 November 1996 (Bogatynia-Kunratice)	
50.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 in the form of an exchange of notes (Horní Albeřic*e*- Niedamirów)	24 September 2002
51.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 in the form of an exchange of notes /Trzebina-Bartultovice/	07 November 2002
52.	A covenant between the Minister of Labour and Social Policy of the Republic of Poland and the Minister of Labour and Social Affairs of the Czech Republic on the payment of benefits and the administrative and medical inspection	10 December 2002
53.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on cooperation in the field of culture, education and science	30 September 2003
54.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the expiration of agreements mentioned in an Enclosure thereto	15 October 2003
55.	An agreement between the Republic of Poland and the Czech Republic on the amendment and complementation of the agreement between the Polish Peoples' Republic and the Czechoslovak Socialist Republic on legal aid and legal relations in civil, family, employee and criminal affairs signed in Warsaw on 21 December 1987	30 October 2003
56.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 in the form of an exchange of notes (Hrádek nad Nisou-Porajów)	22 March 2004
57.	An agreement between the Republic of Poland and the Czech Republic on mutual protection of classified information	07 December 2004
58.	A protocol between the Government of the Republic of Poland and the Government of the Czech Republic on the transfer of manuscripts and incunabula from the collection of the Jewish Theological Seminary in Wrocław, placed during World War II in the National and University Library in Prague.	07 December 2004
59.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosures no. 1 and 2 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 /Mostowice - Orlické Záhoří /	06 January 2005
60.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border	19 January 2005

	crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 in the form of an exchange of notes /Pasterka- Machovský Kříž, Świecie-Jindřichovice, Chełmsko Śląskie-Libna, Gródczanki- Třebom, Chałupki-Šilhéřovice, Krzanowice-Chuchlena, Kaczyce Górne-Karviná-Ráj II, Lądek Zdrój-Černý Kout, Nowy Gierłatów-Uhelná, Czermna-Malá Čermná, Kaczyce Dolne-Karviná-Ráj I, Orle-Jizerka/	
61.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on the connection of the S 3 express way on the Polish side and the R 11 express way on the Czech side in the Polish-Czech state border	18 March 2005
62.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995, amended by the agreement between the Republic of Poland and the Czech Republic on the amendment of the agreement between the Republic of Poland and the Czech Republic on local border traffic local border traffic of 17 January 1995, drafted in Warsaw on 8 June 2000 in the form of an exchange of notes /a list of gminas in the local border traffic area/	12 April 2005
63.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on railway traffic across the state border	29 April 2005
64.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, /Śnieżnik- Vrchol Král. Sněžníku, Stóg Izerski-Smrk/	24 June 2005
65.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 (in the form of an exchange of notes) /Kocioł- Olešnice v Orlických horách/	24 June 2005
66.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 (Vidnava-Kałków)	08 August 2005
67.	A covenant in the form of an exchange of notes between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22	22 August 2005

	November 1996 (Petrovice u Karviné- Skrbeńsko, Petrovice u Kravine-Kempy - Jastrzębie Ruptawa, Nýdek-Cisownica, Bukovec - Istebna, Hrčava Trojmezí- Jaworzynka Trójstyk, Ruprechtický Špičák- Łomnica)	
68.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes /Owsiszcze-Píšť/	31 August 2005
69.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on early notification of a nuclear accident and on the exchange of information on the peaceful uses of nuclear energy, nuclear safety and radiation protection	27 September 2005
70.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 2 to the agreement between the Republic of Poland and the Czech Republic on local border traffic drafted in Prague on 17 January 1995 in the form of an exchange of notes /Rusin-Gadzowice/	27 October 2005
71.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 4 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 /extension of enclosure no. 4 with Cyprus, Malta and Lichtenstein/	09 January 2006
72.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 in the form of an exchange of notes (Jasnowice-Bukovec)	09 January 2006
73.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on mutual recognition of the periods of study and the equivalence of education certificates and the conferment of degrees and titles acquired in the Republic of Poland and the Czech Republic.	16 January 2006
74.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 (Černousy/Ves - Zawidów, Visnovska-Wigancice Żytawskie)	17 January 2006
75.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 /Gołkowice- Závada,	28 February 2006

	Pomorzowiczki-Osoblaha/	
76.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Głuchołazy-Milukovice, Głuchołazy-Jindřichov ve Slezsku)	15 June 2006
77.	An agreement between the Republic of Poland and the Czech Republic on cooperation in combating crime, protection of public order and cooperation in borderlands	21 June 2006
78.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 /Miłoszów- Srbská/	29 August 2006
79.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996, in the form of an exchange of notes /Leszna Górna-Horní Líštná/	14 February 2007
80.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 in the form of an exchange of notes (Osoblaha-Pomorzowiczki)	28 March 2007
81.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Závada-Gołkowice)	28 March 2007
82.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Hrádek nad Nisou-Porajów)	28 March 2007
83.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Dolní Marklovice-Marklowice Górne)	28 March 2007

84.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Vidnava-Kałków, Staré Město-Nowa Morawa)	03 April 2007
95.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 in the form of an exchange of notes (Kunratice-Bogatynia)	04 April 2007
86.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Bílý Potok-Paczków)	04 April 2007
87.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Dolní Lipka- Boboszów)	05 April 2007
88.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Zlaté Hory-Konradów)	05 April 2007
89.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes (Píšť-Owsiszcze)	05 April 2007
90.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 in the form of an exchange of notes (Bukovec-Jasnowice)	05 April 2007
91.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules	07 May 2007

	of border crossing outside designated border crossings signed on 22 November 1996, in the form of an exchange of notes /deletion of items no. 6 and 41/	
92.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 3 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996 (12 border crossings)	14 August 2007
93.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings signed in Warsaw on 22 November 1996, in the form of an exchange of notes /Nowe Chałupki-Bohumín/	24 September 2007
94.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the amendment of enclosure no. 1 to the agreement between the Republic of Poland and the Czech Republic on border crossings, border crossings on tourist trails and the rules of border crossing outside designated border crossings of 22 November 1996 in the form of an exchange of notes (Mikulovice-Głuchołazy)	13 May 2008
95.	An agreement between the Republic of Poland and the Czech Republic on the performance of geological works in the common state border region	19 August 2008
96.	A covenant between the Government of the Republic of Poland and the Government of the Czech Republic on the establishment and the rules of functioning of joint institutions in Kudowa Słone and Chotěbuz (Kocobędz), in the form of an exchange of notes	02 February 2009
97.	An agreement between the Republic of Poland and the Czech Republic on the avoidance of double taxation and the prevention of income tax evasion	13 September 2011
98.	A protocol between the Minister of Science and Higher Education of the Republic of Poland and the Ministry of Education, Youth and Sports of the Czech Republic on cooperation in the field of higher education in the years 2011-2014	24 January 2012
99.	A programme of cooperation between the Ministry of Education of the Republic of Poland and the Ministry of Education, Youth and Sports of the Czech Republic in the field of education.	20 September 2012
100.	An agreement between the Government of the Republic of Poland and the Government of the Czech Republic on mutual visa representation	21 November 2013
101.	A programme of cooperation between the Minister of Culture and National Heritage of the Republic of Poland and the Ministry of Culture of the Czech Republic in the years 2014-2016	06 May 2013

Source: the author's own elaboration on the basis of the Internet Treaty Base of the Ministry of Foreign Affairs of the Republic of Poland.

Table 4. The most important regional agreements concluded between the local government of the Śląskie Voivodeship on the part of the Republic of Poland and the local government of the Moravian-Silesian Region on the part of the Czech Republic.

#	Title of agreement	Date of signing
1.	An agreement on partner relations and cooperation between the City of Katowice and the City of Ostrava	04 January 1996
2.	A covenant between the Chairperson of the Sejmik of the Katowickie Voivodeship and the Chairperson of the Association of Towns and Gminas of the Karviná Poviat on interregional cooperation	17 December 1997
3.	A covenant on cooperation between the Śląskie Voivodeship (the Republic of Poland) and the Moravian-Silesian Region (the Czech Republic)	21 November 2001
4.	An agreement on the formation of the European Grouping of Territorial Cooperation (EGTC) TRIRIA, concluded between the Śląskie Voivodeship, the Opole Voivodeship, the Moravian-Silesian Region and the Žilina Region	03 December 2012

Source: the author's own elaboration.

Table 5. The most important local agreements regulating the Polish-Czech cooperation in the Cieszyn Silesia-Těšínské Slezsko Euroregion.

#	Title of agreement	Date of signing
1.	An agreement between the "Olza" Association of Development and Regional Cooperation and Regionální sdružení pro česko-polskou spolupráci Těšínského Slezska[23] under the name of "Cieszyn Silesia-Těšínské Slezsko Euroregion"	22 April 1998

Source: the author's own elaboration.

1.4. General information, geographical environment, politics, history and religion of Cieszyn Silesia - the cross-border context

1.4.1. General information on Cieszyn Silesia

Śląsk Cieszyński (Cieszyn Silesia) is a territory comprising former Duchy of Cieszyn, which in 1920 was divided between the newly created countries – Poland and Czechoslovakia. It is a 2,283 km^2 area, from which 55.8% (1,274 km^2) constitutes the western, Czech, part of Śląsk Cieszyński (Cieszyn Silesia), and 44.2% (1,009 km^2) constitutes the eastern part which belongs to Poland[24]. At the moment the Polish part of Śląsk Cieszyński (Cieszyn Silesia) is situated between Olza river valley in the west, Biała river valley in the east, Jaworzynka village in the south and Goczałkowickie Lake in the north. Therefore it comprises the area of Silesian Beskids, Cieszyn Foothills and part of

[23] At present,Regionální sdružení územní spolupráce Těšínského Slezska,

[24] J. Szymeczek, J. Kaszper, *Krótki zarys historii Śląska Cieszyńskiego* (A brief outline of Cieszyn Silesia history), Český Těšín Papers, No. 2, 2006, p. 1.

Ostrava Basin and Oświęcim Basin. In administrative terms, Śląsk Cieszyński (Cieszyn Silesia) in the territory of Poland is situated in the southern part of the Śląskie Voivodeship. It is composed of two districts: Bielsko-bialski and Cieszyński and towns existing within the area: Bielsko-Biała (with its western part up to Biała river), Brenna, Chybie, Cieszyn, Czechowice-Dziedzice, Dębowiec, Goleszów, Hażlach, Istebna, Jasienica, Jaworze, Skoczów, Strumień, Ustroń, western part of Wilkowice, Wisła and Zebrzydowice[25]. The Czech part of Śląsk Cieszyński (Cieszyn Silesia) is included in three districts: Karviná, which is situated fully in Silesia; Frýdek-Místek, whose Silesian part is the half located to the east of Ostravica river and the municipal district Ostrava, within which the Slezská Ostrava (Silesian Ostrava) district belongs to Śląsk Cieszyński (Cieszyn Silesia) [26].

1.4.2. The geographical environment of Cieszyn Silesia

Geographically, the area of Cieszyn Silesia can be divided into three parts: the lowlands, the hilly region and the mountains. In the lowland part of the region (up to 300 m above sea level) there are the Odra and Vistula River basins as well as artificial fish ponds - particularly numerous in the north-eastern part of Cieszyn Silesia, near the large Lake Goczałkowickie, an artificial reservoir on the Vistula River. The hilly region comprises the Beskidy Foothills and the Cieszyn Foothills where differences in altitude reach up to 100 m. The hills are separated by deep valleys in which the Vistula and the Olza Rivers and their tributaries flow to the north-west. Above the Foothills, there is the Silesian Beskid with two longitudinally running mountain ridges separated by the Vistula River valley - Czantoria and Barania Góra on the Polish side. The highest peaks of the Silesian Beskid are Skrzyczne (1257 m above sea level) and Barania Góra (1220 m above sea level). On the Czech side, there is the much larger and higher Moravian-Silesian Beskid with Łysa Góra (Bold Mountain/ Lysá hora) (1323 m above sea level). The characteristic features of the Silesian Beskid are the high altitude and the highest peaks occurring at the end of the offset of the mountain range[27].

[25] H. Mróz, *Środowisko geograficzne polskiego Śląska Cieszyńskiego (*Geographical environment of Polish Cieszyn Silesia) [in:] *Środowisko naturalne, zarys dziejów, zarys kultury materialnej i duchowej*, Macierz Ziemi Cieszyńskiej (Cieszyn Silesia. Environment, history outline, outline of spiritual and material culture, Mother country of Cieszyn Land), Cieszyn 2001, p. 11.

[26] T. Siwek, *Zarys geografii i przyrody czeskiego Śląska Cieszyńskiego (Outline of geography and nature of the Czech Cieszyn Silesia)* [in:] *Środowisko naturalne, zarys dziejów, zarys kultury materialnej i duchowej*, Macierz Ziemi Cieszyńskiej (Cieszyn Silesia. Environment, history outline, outline of spiritual and material culture, Mother country of Cieszyn Land), Cieszyn 2001, p. 74.

[27] M. Kowalski, *Śląsk Cieszyński po obu stronach Olzy. Przewodnik turystyczny po Śląsku Cieszyńskim oraz gminach Godów i Jastrzębie-Zdrój (Cieszyn Silesia on both sides of the Olza River. A tourist guide to Cieszyn Silesia and Godów and Jastrzębie-Zdrój Gminas)*, Amistad, Edition II, Cracow 2009, p. 13.

The climatic zone in which Cieszyn Silesia is located has the average annual temperatures between 6.5^{0}C-8.5^{0}C, with 16^{0}C -18^{0}C in July, and -6^{0}C - -2^{0}C in January. In the mountains the fluctuations in daily temperatures exceed 20^{0}C. The characteristic feature of the region is also high air humidity (on average 66% per year), heavy clouds and consequently, heavy rainfalls - 800 mm per year in the lowlands and up to 1200 mm in the mountains. Sudden changes of weather conditions, in particular in the mountains, resulting from the configuration of the land and the clashing of two air masses - maritime and continental - should also be taken into account. Winds blowing from the south west can be very strong here[28].

Cieszyn Silesia area located in the territory of Poland belongs to two sea basins: the Baltic Sea and the Black Sea. The Czadeczka River and its small tributary - Krężelka belong to the Black Sea basin. The remaining area belongs to the Baltic Sea basin made by the Odra and Vistula Rivers basin. The Vistula River rises at Barania Góra and is the largest river in the Cieszyn Land. It begins with two streams – the White Little Vistula and the Black Little Vistula (in the place where these two streams merged, in 1972 an earth dam was built, and as a result Czerniańskie Lake with an area of 36 ha was formed). The main part of the Vistula River in its mountainous section is Brennica (17 km long). Another larger tributary of the Vistula River in the lowland section - below Skoczów – is the Knajka River (17 km long).

Bajerka flows directly into Goczałkowickie Lake, and below the lake the following rivers flow into the Vistula River: Iłownica with Jasienica (21 km long) and Wapienica (25 km long) and Biała (30 km long).

The Olza River belongs to the Odra River basin in Cieszyn Land – it is the second largest river in Cieszyn Silesia rising on the Gańczorka slopes. From Istabna Jasnowice to Cieszyn it flows in the territory of the Czech Republic. From the Polish part of Cieszyn Silesia, in its upper section, the following streams flow: Raztoka, Gliniany, Połomity and Olecka, and near Cieszyn – Puńcówka and Bobrówka.

Apart from rivers and streams there are many mill-races forming fish ponds in the territory of Cieszyn Silesia in Poland. Most of such ponds can be found near Dębowiec, Pogórze, Ochaby, Drogomyśl, Zaborze, Roztropice, Iłownica, Międzyrzecze and Ligota. In some places, the artificial reservoirs were created in former excavation pits, such as Ton in Goleszów [29].

The Czech part of Cieszyn Silesia is situated in the Odra River basin, in the two basins of its right-bank tributaries – Olza and Ostrawica (Ostravice). A small part of the Ostravska Valley is

[28] Ibid., p. 18.

[29] H. Mróz, *Środowisko geograficzne polskiego Śląska Cieszyńskiego (The Geographical Environment of the Polish Cieszyn Silesia)* [in:] *Środowisko naturalne, zarys dziejów, zarys kultury materialnej i duchowej (Cieszyn Silesia. Environment, history outline, outline of spiritual and material culture, Mother country of Cieszyn Land)*, Cieszyn 2001, pp. 23-27.

situated in the Strużka River basin. The Olza River in the Czech territory is 83 km long, Ostrawica - 64 km, and Strużka – 18 km.

There are no natural lakes in the Czech Cieszyn Silesia. As a result of overexploitation of the land in the past decades, in the area of Karviná and Orlová many sink holes have appeared flooded by ground water. Their banks deprived of vegetation are most frequently reinforced with waste rock mixed with coal. The artificial reservoirs in the Czech part of the Beskidy Mountains and in the Foothills (Žermanice – 2.5 km^2, Baška – 0.3 km^2, Těrlicko – 2.7 km^2, Olešná – 0.9 km^2, Morávka – 0.8 km^2, Šance – 3.4 km^2) were created in the 1950s and 1960s. They were chiefly intended to provide water supplies for the industry in Ostrava and the Ostrava - Karvina agglomeration[30].

It can be estimated that the vascular flora in the Polish part of Cieszyn Silesia comprises about 1100-1200 species, and it should be stressed that this number comprises the species found nowadays as well as those which have lately not been found in the area, whose appearance has been documented by literature.

In nature reserves in Cieszyn Silesia (established before 1996) about 50 species under total protection and about 10 species under partial protection have been found. It can be estimated that in the entire Cieszyn Silesia area the two categories of species under protection are represented by about 70-80 and 11-13 species, respectively. They include some commonly known plant species: the common ivy, Turk's cap lily, mezereon, bedstraw, true oxlip and cowslip, snowdrop, lesser periwinkle, hazelwort, and numerous orchid species. There are also some plants which came through the Moravian Gate from the south and which now occur the most frequently in its vicinity, in the Cieszyn Silesia area. These are the pale-flowered orchid and Hacquetia epipactis.

The field maple, a deciduous tree of a considerable size, is often considered to be a florist peculiarity of Cieszyn Silesia.

The plant communities which are particularly threatened with extinction are the fresh-water aquatic communities, swampy meadows, water-logged meadows, xerothermic grasslands, upper alpine spruce and fir forests, and field weed groups. In the Cieszyn Silesia reserves the following forest communities are under protection: broadleaved forests growing on dry land, elm and ash marshy meadows, stenothermal scrubs - prunetalia, lower alpine fir and spruce forests, west-Carpathian upper alpine spruce trees, alder swamps and mountain meadows[31].

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[30] T. Siwek, *Zarys geografii i przyrody czeskiego Śląska Cieszyńskiego (An Outline of Geography and Nature in the Czech Cieszyn Silesia)* [in:] *Środowisko naturalne, zarys dziejów, zarys kultury materialnej i duchowej (Cieszyn Silesia. Environment, history outline, outline of spiritual and material culture, Mother country of Cieszyn Land),* Cieszyn 2001, pp. 79-80.

[31] A. Dorda, *Środowisko przyrodnicze Śląska Cieszyńskiego na prawym brzegu Olzy i jego ochrona (The Natural Environment of Cieszyn Silesia on the Right Olza Bank and Its Protection)* [in:] *Środowisko naturalne, zarys dziejów, zarys kultury materialnej i duchowej (Cieszyn Silesia. Environment, history outline, outline of spiritual and material culture, Mother country of Cieszyn Land),* Cieszyn 2001, pp. 37-42.

The plants in the Czech part of Cieszyn Silesia belong mainly to the Carpathian plants, with the exception of the north-western part of the region which is situated between the Carpathian and Sudety Mountains area. In the lowlands, in river valleys, some alluvial forests consisting of alders, polars, ashes and oaks have survived. Apart from the river alluvial forests, in the Czech Cieszyn Silesia lowlands only small forest areas and single trees have survived. The upper beech forests are larger forest areas, although they are no longer primeval forests untouched by man. More splendid beech forests occur on the Łysa Góra (Lysá hora) and Ostry (Ostrý) slopes. Primeval spruce forests also occur on Łysa Góra only, yet as a result of the forest management policy, the spruce tree dominates in the entire Beskidy Mountains today. The fir, formerly occurring together with beeches and spruces, is quite rare today.

In an industrial landscape, the plants have adjusted to the difficult conditions and they easily grow in post-industrial areas, particularly mine waste dumps. Such plants are mainly birches, polars, acacias and willows.

There are also many common species of scrubs and grass in the Czech part of Cieszyn Silesia, which occur in most other parts of Central Europe as well. The typical local plant is Hacquetia epipactis frequently growing in beech forests.[32].

The Polish part of Cieszyn Silesia has very diversified fauna. The following mammals can be found here: the wolf, hazel dormouse, grey squirrel, as well as bats inhabiting the caves, such as the lesser horseshoe bat, the greater mouse-eared bat, Bechstein's bat, Natterer's bat, Geoffroy's bat, whiskered bat, Brandt's bat, Daubenton's bat, brown long-eared bat. There are also the more common species, such as the red deer, roe deer, wild boar, fox, badger, marten, squirrel, hare. Amphibia are represented by the fire salamander, alpine newt, Carpathian newt, common toad, fire-bellied toad, yellow-bellied toad, water frog, grass fog. Reptiles living in this area are the common European viper, grass snake, sand lizard, viviparous lizard and slow-worm. Birds: the Ural owl, long-eared owl, black woodpecker, white-backed woodpecker, three-toed woodpecker, spotted flycatcher, European pied flycatcher, corncrake, white-throated dipper, grey wagtail, mistle thrush, lesser whitethroat, common buzzard, Eurasian sparrowhawk, common cuckoo, Eurasian nuthatch, Eurasian jay, black grouse, wood grouse, and many more[33].

The high degree of the original natural environment transformation in the Czech part of Cieszyn Silesia has led to a significant decrease of the number of animal species living here. This refers mainly to the northern highly industrialized part of the region, where only very small animals can now be found, such as the hare, common rabbit, hedgehog, etc. In the southern Beskidy Mountains, the red deer, roe deer and wild boar occurs relatively often. The lynx is rarely found.

[32] T. Siwek, *Zarys geografii i przyrody czeskiego Śląska Cieszyńskiego (An Outline of Geography and Nature in the Czech Cieszyn Silesia)* …, pp. 81-82.

[33] *Środowisko naturalne (The Natural Environment)*, http://www.powiat.cieszyn.pl/srodowisko-naturalne.htm [date of reading: 9.06.2014].

Occasionally, wolves and bears come here from the Slovak side. There are also the black grouse and the black stork. In the mountains, the red kite, hawk, common kestrel, Eurasian sparrowhawk and owl can be found, while on ponds and meadows - herons, wild ducks, and geese. In forests and parks blackbirds, thrushes, starlings, tits and sparrows live. Reptiles are represented by the grass snake and the common European viper. Slow-worms and lizards also occur here. Frogs can be found quite often as well. As for fish species, in the mountain streams there are the trout, eel, perch, pike and European catfish. In fish ponds the carp is popular[34].

1.4.3. History of Śląsk Cieszyński (Cieszyn Silesia) as the reason of Polish-Czech problems[35]

In territorial and genetic terms, Śląsk Cieszyński (Cieszyn Silesia) as a whole has a clearly complex geographical, political-administrative, social-economic and settlement-cultural-ethnical structure. Extraordinary geostrategic importance in Central Europe made this region at the turn of centuries an extremely exposed space of supranational structures, actively participating in the establishment of international relations within the Central European co-operation.

Archaeological discoveries in this area, derived from the oldest and the longest period of human history, are very rare. First settlements appeared here in 5th century B.C. and the residents belonging to the ethnical group of Vistulans were connected with the Lusatian culture and maintained relationship with Danubian lands. A little later Scyths, Celts and Romans marked their influences. At the end of the ninth century the territory of the today's Śląsk Cieszyński (Cieszyn Silesia) was included in the Great Moravia and in the tenth century it became part of the Polish state of Piasts. In 1281 the Duchy of Opole fell apart, leading to the separation of Cieszyn castellany within the Duchy of Cieszyn, whose first sovereign was Mieszko.

The history of the Duchy of Cieszyn is characterised by nearly constant process of gradual settlement of its areas by colonists from German countries, as well as by Czechs and Lusatian Serbs. A significant event for the Duchy of Cieszyn in the middle of the 16th century was the acceptance of Protestantism. After the line of Cieszyn Piasts expired, the Duchy passed under the authority of Habsburgs who since 1526 had also been Czech kings, and the lands were incorporated to the Czech royal chamber in Wrocław. First actions undertaken by Habsburgs in Śląsk Cieszyński (Cieszyn Silesia) included the recatholization of population, which caused the waive of repression towards Protestants, calmed down only by Joseph II, issuing in 1781 the Edict of Tolerance which guaranteed the equality of rights of Protestants and Catholics.

[34] T. Siwek, Zarys geografii i przyrody czeskiego Śląska Cieszyńskiego (An Outline of Geography and Nature in the Czech Cieszyn Silesia) …, pp. 82-83.

[35] M. Olszewski *The political problems of Polish-Czech cross-border co-operation in the Region Śląsk Cieszyński (Cieszyn Silesia)*…, pp. 260-261.

After 1848 the area started to experience the process of creating national awareness of the residents of Śląsk Cieszyński (Cieszyn Silesia) - Poles and Czechs who demanded equal rights for their languages in relation to the dominant German language. A more consolidated Polish national movement with its centre in Cieszyn used the vicinity of Cracow, whereas the Czech movement was directed towards Opava. Both movements ran close to each other and, despite all differences, sought agreement but has different sphere of influences which were not always aligned with the language border marked in the middle of the 19th century on the line Prašivá-Orlová-Wierzbica. To the east there appeared bilateral disputes over the language at schools and in churches. Only at the beginning of the 20th century, a joint effort of all organisations of the Polish national movement managed to introduce Polish and Czech as official languages in state authorities beside German.

In 1918 it was obvious that the disintegration of a multi-national Habsburg monarchy is inevitable. On the one hand the situation resulted first of all in the acquisition of sovereignty by Poland and Czechoslovakia, but on the other hand it became a reason for the Polish-Czechoslovakian territorial dispute over Śląsk Cieszyński (Cieszyn Silesia). At the beginning it seemed that such a conflict would never occur as the Rada Narodowa Księstwa Cieszyńskiego (National Council of the Duchy of Cieszyn) representing the Polish community and the Zemský Národní výbor pro Slezsko (National Committee for Silesia), representing the Czech population, entered into an agreement for the territorial division, pursuant to which municipatities with Polish departments were taken under protection by the Council and those with Czech management boards for municipalities passed under the authority of the Committee. However it is important to remember that the temporary agreement did not determine the future border and left the final division of the territory to the central authorities. The Czech government based its claims for Śląsk Cieszyński (Cieszyn Silesia) on historical and legal evidence, for example the inclusion of that area to the Czech state since 1327. It also emphasized the economic and strategic reasons in the form of iron railway linking the eastern and the western part. Whereas the Polish government recognized the agreement of 5th November 1918, the provisions of which were not approved by the administration in Prague. Wanting to ensure the possession of Śląsk Cieszyński (Cieszyn Silesia) for Poland, the government in Warsaw announced the Seym elections also in those areas. According to the Czechoslovakian side it constituted a breach of the local agreement. The consequence of that decision was the invasion in Śląsk Cieszyński (Cieszyn Silesia) on 23rd January 1919 of the Czechoslovakian army and the commencement of the settlement action in the areas to the east of the demarcation line. The period of the Polish-Czech conflict ended up with an armistice concluded on 3rd February 1919 under which a new demarcation line was established. The Czech side received districts Frýdek and Fryštát and part of Cieszyn District. The International commission of representatives of Entente which arrived in Cieszyn in order to solve the territorial issues did confirm the armistice line but was in delay in taking the decision on this matter.

Whereas the Polish-Czechoslovakian prognosis resulted in the decision on carrying out a plebiscite, which actually was not performed due to growing violence on both sides.

Finally the decision of the ambassadors' conference in Spa of 28th July 1920 on the establishment of the border between Poland and Czechoslovakia on Olza river and Czantoria range divided Śląsk Cieszyński (Cieszyn Silesia) into Czech and Polish part, giving thus a pretext for territorial claims. The division of previously uniform Śląsk Cieszyński (Cieszyn Silesia) implied deep penetration in the formed system of social and economic relations. And so the Czechoslovakian state received 55.8% of the concerned area - located between Ostravica and Olza, as well as limitary Moravia and Silesia, the other part was given to Poland. In the part of Śląsk Cieszyński (Cieszyn Silesia) annexed to Czechoslovakia the following districts were included: Fryštát, Bohumín, Český Těšín (Czech Cieszyn) and Jablunkov – which started to be referred to in Polish terminology as Zaolzie. The Czechs do not use that name referring to the aforementioned area exclusively as to Śląsk Cieszyński (Cieszyn Silesia) in the whole – in Czech language Těšínsko, that is Cieszyn, without additional specification that it is about only a part of Silesia. Furthermore, the Czechs received rich Karviná Coal Fields and a railway junction in Bohumín. Moreover, the city of Cieszyn was divided in two parts: Polish and Czech, with Olza river as a border. The issue of Śląsk Cieszyński (Cieszyn Silesia) affected the Polish-Czech relations during the entire interwar period. According to the first post-war census of 1921 the area of Zaolzie was inhabited by 68,034 Poles (1910 - 123,923), 88,556 Czechs (1910 - 32,821) and 18,260 Germans (1910 - 22,312). The reasons of reduction in the Polish population could be noticed in the same state organisation, within which citizens unspecified in terms of ethnicity stood up rather for Czech nationality. The census result was also influenced by the fact that approx. 15,000 Poles abandoned the areas, the criteria for determination of ethnicity changed and counters committed certain abuses when performing the census. We obviously cannot forget the economic discrimination of those citizens which did not admit to Czech or other nationality.

The division of Śląsk Cieszyński (Cieszyn Silesia) was accompanies by a certain normalization of relationships between Poland and Czechoslovakia. On 23rd April 1925 a Polish-Czechoslovakian agreement was concluded in order to regulate the issue of national minorities. In the thirties, despite the existing differences in conducting Polish and Czechoslovakian foreign affairs, there was a spirit of joint co-operation and tolerance. The situation changed radically in January 1934 when the Polish-German Non-Aggression Pact was signed. The current Polish government of Joseph Beck chose the anti-Czechoslovakian direction where the issue of Silesia represented an essential element. The disturbing compromises of English and French diplomacy towards the claims of the Third Reiss, in fear of potential similar compromises also in Polish matters, the government used the issue of Zaolzie as a political instrument, laying claims for similar rights to Zaolzie Poles as for other minorities in the Czechoslovakian Republic, ensuring constant participation in current events. On 30th September 1938 when the Czechoslovakian government adopted the Munich

Dictate reconsidering the decision of Paris Peace Conference 1919-1920, ordering to give the Sudets to Germans, the Polish Minister of Foreign Affairs Joseph Beck ordered the government in Prague to return the areas inhabited by the Polish in Zaolzie. On 1st October 1938 the Czechs accepted the ultimatum, giving Zaolzie in Polish hands. Finally conquered territory annexed to the Śląskie Voivodeship included the following districts: Fryštát and Český Těšín (Czech Cieszyn) as well as gminas: Šenov, Vojkovice, Žermanice, Hrašov, Heřmanice, Michálkovice and Slezská Ostrava (Slesian Ostrava). The overall area of 1,871 km^2 from the former Śląsk Cieszyński (Cieszyn Slesia) became part of the Polish state, whereas 412 km^2 remained within the Czech state. Additionally, 44 km^2 of Slovakian territory was annexed to Zaolzie.

The Second World War caused a substantial change in Śląsk Cieszyński (Cieszyn Slesia). The area became part of the Third Reiss. The termination of military actions resulted in another division of Śląsk Cieszyński (Cieszyn Slesia) but the conflict did not disappear. In 1958 the Polish-Czechoslovakian border agreement was finally signed in order to restore the state of 1st October 1938. However, significant part of Polish minority remained in Zaolzie and for many years their fate was not reflected in relations between the two countries.

Polish-Czech relations of the divided region were intensified only after 1989, when totalitarian regimes in Poland and Czech Republic fell down. First steps in restoring the remote, once natural, co-operation, were taken by the self-government authorities of Cieszyn and Český Těšín (Czech Cieszyn). An important event, being one of foundations of Polish-Czech co-operation, was the self-government election in Poland and Czech Republic in 1990. The first official visit of the Mayor of Český Těšín (Czech Cieszyn) opened a totally new era in joint relations between the authorities of both parts of actually the same city. For a few years the entire burden of regional co-operation rested on both cities. A change occurred in 1993, when the Polish and Czech side established regional unions of municipality self-governments whose task was to determine the list of urgent problems. Attention was paid to the matter of crossing the borders, telecommunications and then road communication and tourism traffic. From the beginning of the nineties, on the Polish and Czech side, joint cultural events started to be organized and some of them, for example the Festival of Three Brothers or the “No Borders” Festival of the Theatre, have already become a symbol of co-operation of both parts of Cieszyn. After many years of isolation, on 22nd April 1998, the joint efforts in restoring the normality in the Polish-Czech borderland were completed thanks to the establishment of the Cieszyn Silesia Euroregion. However, years of positive experiences in respect of Polish-Czech co-operation did not eliminate problems which are eradicated in the past.

1.4.4. Political problems of the Polish-Czech cross-border co-operation in the region of Cieszyn Silesia[36]

Analyzing the issues relating to cross-border co-operation in the region of Śląsk Cieszyński (Cieszyn Silesia), it is easy to notice a series of political problems which determine the today's Polish-Czech relations.

First of them is the issue of introduction of bilingualism in Czech municipalities. Pursuant to the Czech act on municipalities, double (Polish-Czech) inscriptions may be introduced in towns with at least 10% participation of Polish population but only if Polish organisations present such a request. The request must order the Council of Municipality to process the request through the Commission for National Minorities. As it is shown in practice, the introduction of double names is currently at various stages of implementation, depending on a town it refers to. For example in Český Těšín (Czech Cieszyn) there is no problem in this respect, for after the request was submitted, it started be implemented immediately. The situation is different in municipalities such as Hnojnik and Petrovice, where although all the necessary procedures has been carried out, the Council of Municipality refused to introduce bilingualism pursuant to the act on municipalities and did place a bilingual inscription on the municipality's library. However the authorities did not approve the installation of a bilingual sign on the city's entrance and exit signs. An example of the city which gained the reputation of unfavourable to the rights of Polish minorities in Zaolzie is Třinec. It is caused by the fact that one condition for introduction of double naming was not satisfied: the request must be approved by the Commission. The decision to submit the request to the commission is taken by the councillors of Třinec. However they have not done this until now. The reason of this state is the fact that each time the atmosphere at the sittings of the municipal council was turned into unfavourable to the matter, which is related to the lack of representation of the nationalistic composition of the town's community in the Commission. In addition to this, the Czech state does not conduct any education in respect of bilingualism among the society. It does not admit publicly that it has undertaken to implement European standards. Also certain media conduct the policy of resentment towards Poles, presenting the introduction of bilingualism as chauvinistic figments of local minorities. It happens very often that Poles themselves renounce their rights and sometimes they are even ashamed that their representatives demand something at all.

Another frequent reason for political problems is the lack of objectivity and researchers when presenting the Polish-Czech issues. Trying to prove the legitimacy of claims of a certain ethnical group, the researchers manipulate the results, thus undermining their reliability. Some historians

[36] M. Olszewski *The political problems of Polish-Czech cross-border co-operation in the Region Śląsk Cieszyński (Cieszyn Silesia)*..., pp. 265-268.

and publicists dealing with the issue of Śląsk Cieszyński (Cieszyn Silesia) analyze the Polish-Czech conflict irrespective of a wider historical background. The most common mistake made by those who deal with events of Zaolzie autumn of 1938 is that they describe and analyze them irrespective of a wider historical context, without taking into account the Polish-Czech conflict from the years 1918-1920 which caused the "problem of Zaolzie", and without any reference to further events when, not thanks to the Entente diplomacy as it occurred in 1920, but as a result of the decisions taken in Moscow, the "problem of Zaolzie" was closed definitively. The most recent example related to the issue of Polish-Czech relations is the publication entitled "Śląsk Cieszyński - ziemia Korony Czeskiej" ("Cieszyn Silesia - territory of Czech Kingdom") released by Muzeum Těšínska (Museum of Cieszyn) in Český Těšín (Czech Cieszyn), whose authors are the historians of the Slezská univerzita v Opavě (Silesian University in Opava): I. Korbelářová and R. Žáček, who write e.g. that: (...) Śląsk Cieszyński (Cieszyn Silesia) was originally directed predominantly towards Czech influences (...). Those and other expressions used in the book provoked reaction of certain Polish historians and politics pointing out that the presented theses are inconsistent with many sources both in Polish and Czech literature. The publishers however emphasise that the book represents the first modern synthesis of the history of Cieszyn Silesia. There are also different views. The book was reviewed by e.g. Krzysztof Szelong, the Director of the Cieszyn Historical Library, claiming that (…) it is certain that when historians serve politics, the first and material consequence of their choice becomes the resignation to seek the truth and pursue the objectivity, and the book published by Muzeum Těšínska (Museum of Cieszyn) is an evident example of that (...). On the other hand, Václav Laštůvka, the Secretary of the Czech part of Cieszyn Silesia Euroregion, presenting his remarks on the book, said that the Muzeum Těšínska (Museum of Cieszyn), similarly to the Museum of Cieszyn Silesia in Cieszyn, represents the society of its country, its national group and so in the case of Czech Cieszyn - the Czech population. However, Czech and Polish historians should co-operate more, so that the past does not encumber the contemporary relations.

Many controversies regarding common Polish-Czech relations were also aroused by the speech of the President of the Republic of Poland, Lech Kaczyński, about "the Polish sin of Zaolzie", that is the occupation of Zaolzie in 1938, pronounced during the celebration in Westerplatte on the occasion of the 70th anniversary of the outbreak of the Second World War. The speech surprised not only the Poles but also the Czechs. President Lech Kaczyński decided during the celebration in Westerplatte that the Poland's occupation of Zaolzie in 1938 was a "sin". In Poland we can admit to that sin and search for no excuse, he said (...) The violation of integrity of Czechoslovakia was a mistake (...). The violation of integrity is also bad today. We had the opportunity to understand this. The Czech ambassador to Poland in Warsaw, Jan Sechter, referring to those words, said that for his compatriots the statement of Lecz Kaczyński was a huge surprise because nobody has ever performed such a gesture towards the Czech, in the presence of

so many foreign guests. This statement, according to J. Sechter, is a final solution of the problem. It is like placing a dot above the "and". So far some historians treated the occupation of Zaolzie as a kind of revenge for provisions of the Treaty of Versailles which in their opinion were unfair to Poland, said the Czech ambassador. The diplomat reminded that in the 70th anniversary of the division of Czechoslovakia, presidents Kaczyński and Klaus were in Zaolzie which we tend to call Cieszyn Land. And they stated that historical emotions cannot encumber out bilateral political relations.

The President of the Polish Congress in the Czech Republic, Joseph Szymeczek, referred to the statement of President Kaczyński in a completely different manner, stressing that it is possible to call a sin the sin of omission but the omission of providing political and moral support for Poles from Zaolzie if we are talking about harms done by Poles to Czechoslovakia, we must also remind the harms and sins committed to the Poles by the Czech side. And this is mainly the original hereditary sin, in the form of marking the Polish-Czech border in Cieszyn Silesia by means of bayonets (...).

Political problems in Polish-Czech co-operation appear also at the level of co-operation of Polish organisations in the Polish part of Śląsk Cieszyński (Cieszyn Silesia) Euroregion and Polish institutions in Zaolzie, using financial instruments managed by the Euroregion. It is mainly about the possibility to carry out joint projects of those institutions (Polish ones within the area of the Republic of Poland with Polish ones within the Czech territory) from the Microprojects Fund of Cross-border Co-operation Operational Programme, the Czech Republic - the Republic of Poland. An objection to such type of actions was expressed by certain representatives of the Czech part of the Euroregion, claiming that they would not accept "Polish-Polish" initiatives. Although the guidelines of the Fund do not prevent the implementation of such activities, they demanded that Czech organisations should always participate in cross-border projects. The issue is currently the subject matter of rough discussions between the representatives of both sides of the Euroregion and everything indicates that it will result in completing the programme documentation of the Fund with a provision which stipulates a requirement of implementation of cross-border project in the Euroregion by Polish and Czech organisations. The above situation results not only from direct historical and political prerequisites in Śląsk Cieszyński (Cieszyn Silesia), but it is also justified by the degree of maturity of cross-border co-operation based on euroregional structures located in this part of Europe (including the territory of Poland and the Czech Republic). This co-operation started only recently, at the beginning of the nineties of the last century. Furthermore, the recent Polish practice of euroregional co-operation in the process of formalisation of joint activities at the level of regional and local authorities applies two models of establishing legal and institutional bases. The first one, self-government model, consists in the creation on the Polish side, at the first stage, of an intentional union of municipalities which subsequently enters into an agreement with a similar foreign union in order to establish a Euroregion. This type of

formalisation is dominant in the large part of western and southern part of the borderland. It results from the fact that in those areas the agreements were signed by commune associations and unions, which implied the adherence to Euroregions of various municipalities. The second one, administrative and self-government model, consists in the creation by regional and local administrative and self-government authorities of a cross-border inter-regional or transfrontier union. So created Euroregion carries out its activities on the basis of a Statute stipulated jointly by the parties to the agreement. This type of co-operation prevails in southern-eastern, eastern and northern borderland where the signatories of the euroregional agreement were the Voivodeships, which implied the inclusion of the area of voivodeships to the co-operation. In a formal sense, the adherence to the euroregion usually means the membership in a national association. Both models of creation of legal and institutional bases of cross-border structures in Poland, in their current shape, do not allow the Euroregions (including the Cieszyn Silesia Euroregion) to have legal personality, which is the cause of numerous problems also at a political level – running two separate offices of the Euroregions (Polish and Czech) by two directors (Pole and Czech).

1.4.5. Cieszyn Silesia as a religious borderland[37]

There are two main religions in the Polish-Czech borderland, which is a culturally uniform area, now divided by a state border, i.e. the Roman-Catholic and Evangelical religion. The Roman Catholics are dominant with respect to the number of believers, but the largest group of Protestants on both sides of the border also lives here; they belong mainly to the Evangelical Church of the Augsburg Confession on the Polish side, and the Silesian Evangelical Church of the Augsburg Confession on the Czech side. Apart from the two religions, there are as many as 16 other churches and religious associations as well as several religious communities on the Polish side of the border. In Czech Silesia there are 12 registered churches, most of which are Protestant churches. This religious diversification of Cieszyn Silesia has been developing for several dozen years. After 1920 clear divisions into the Czech and Polish models of religious life became visible. Since that time, both parts of the region follow their own paths of development, including the religious development as well.

[37] H. Rusek, A. Kasperek, J. Szymeczek, *Z dziejów antagonizmu i pojednania polsko-czeskiego oraz katolicko-ewangelickiego na Śląsku Cieszyńskim (From the History of the Polish-Czech and Catholic-Evangelical Antagonism and Reconciliation in Cieszyn Silesia)* [in:] ed.: J. Kurczewski, A. Herman, *Antagonizm i pojednanie w środowiskach wielokulturowych (Antagonism and Reconciliation in Multi-Cultural Communities)*, Published by Słowo/Obraz terytoria, Gdańsk 2011, pp. 128-132, 134-139.

Members of the Evangelical Church in Cieszyn Silesia

Already during Luther's lifetime, the Lutheran religion had its followers in the Cieszyn Duchy. The real growth of the Evangelical Church started here after the issue of the Patent of Toleration by the Holy Roman Emperor, Joseph II of Austria on 13 October 1781. Right after that, next to the only Evangelical church in Cieszyn new churches appeared, and in the course of the 19th century their number grew. Thus, just before the dissolution of Austria-Hungary there were 18 Evangelical churches in the entire Cieszyn Silesia area, with 96 000 believers, 20 000 of whom were Germans, 69 000 Poles and 7 000 Czechs.

After 1920 the members of the Evangelical Church in the Czech part of Cieszyn Silesia became isolated for two reasons. Firstly, the majority of the members of the Evangelical Church in the Czech part of Cieszyn declared Polish nationality. Secondly, as distinguished from the members of the Evangelical Church in the Czech Republic and Moravia, who accepted the Czech or Bohemian Brethren confession as the foundation of their faith in 1918, the Cieszyn members of the Evangelical Church remained Lutherans, i.e. their faith was based on the Augsburg confession. Consequently, the members of the Evangelical Church in Zaolzie established their own Church (the Augsburg Evangelical Church of Eastern Silesia in Czechoslovakia, which in 1950 adopted the current name: the Silesian Evangelical Church of the Augsburg Confession). It was a small church, and the majority of the believers were Poles; the priests were only Poles. During the mid-war period the Polish - Augsburg churches protected their autonomy from the influences of the Czech and Bohemian Brethren confession. They renounced their autonomy as a result of the political events of 7 November 1938, after which they were joined to the Evangelical Church of the Augsburg Confession in Poland.

During the war, the Augsburg churches were treated by the Germans in a particular way. The pastors were removed and persecuted, and the congregation members were germanized by means of terror. Many pastors from both sides of Cieszyn Silesia were imprisoned in concentration camps. Many of them died, and others, trying to save their lives, signed the Volksliste (German People's List); therefore after the war they were treated as non-compliant persons by the Czechs. What was happening in Silesia was difficult to understand for the Czechs living under the protectorate. The Czech and Bohemian Brethren priests left their churches in Cieszyn Silesia already during the time of the Polish rule there in the years 1938-1939, moving to the Czech or Moravian territory, where later, during the war, they could remain at their positions after pledging a loyalty oath to the German Reich.

After the war, the Augsburg Church's right to exist as an autonomous church institution was undermined. The Augsburg churches had to fight for their autonomy in the new political conditions. After February 1948 double-dealing was the characteristic trait of the state's church policy. On the one hand, the regime declared freedom of confession and tolerated the churches' minimal activity, on the other hand - it designed and implemented the process of elimination of

religious life. It also tried to eradicate any aspects of national life, attempting to develop relations between nations based on the so-called internationalism. Officially, Czechs and Poles loved each other, an practically, families living in Poland and Czechoslovakia could not even visit each other. The Augsburg church, so far a purely Polish and Lutheran institution, now faced another fight for its own confessional and national autonomy. After 1956 administrative pressure replaced repressions. In the time of the Communist authority, the Silesian Evangelical Church of the Augsburg Confession was transformed from a Polish church into a Czech confessional institution.

After 1989 churches and religious associations in Czechoslovakia once again had an opportunity to develop freely. Yet, they also faced many challenges, such as the high level of the Czech society's secularization or the possibility of extending the activity of the Silesian church all over the Republic. New challenges help to overcome the old barriers in the dialogue between the Polish and Czech members of the Evangelical Church in the Czech Republic.

The Cieszyn-Silesian religious borderland

The Polish-Czech borderland is quite specific nowadays – according to declarations of faith, one country is deeply religious, while the other is one of the most secularized countries in Europe. According to data from the Czech population census of 2001, more than 58% of the population of the Czech Republic (5 999 047) declare themselves to be atheists or generally non-believers. A little more than 31% (3 257 895) people declare that they believe in God and follow religious observances – of which 26.8% (2 709 953) are Catholics, 137 070 – members of the Bohemian Brethren Church, 96 352 – Hussites and 314 520 – members of other churches and religious associations. Over one million of Czech citizens did not reveal their confession.

Religious life in the Czech lands has always been different from that in the neighbouring lands - in Poland or Slovakia. It was different in the remote past, different after 1920 when the Polish and Czechoslovakian states were established, different after World War II, and it is still different even now, after similar political and social transformations in the region, and after the Dissolution of Czechoslovakia into the Czech Republic and Slovakia. The differences refer to all aspects and dimensions of religious life.

With respect to the political sphere, the situation changed after 1989, i.e. after the "Velvet Revolution". That was when external obstacles conditioned by the political option of the state and referring to the church activity disappeared. It is evident, however, that the religious life revival in the Czech Republic and Slovakia encountered an awareness barrier – the dominant atheist perception of the world among the considerable majority of the society and the absence of a need to practice any religion.

The Catholic-Evangelical relations divided the Cieszyn Silesia population long before the division of the land by means of the state border. One might propose a thesis that the groups' collective memory will also comprise events from the remote past, it will be a memory of complicated and

often dramatic relations between the two most numerous religious groups in Cieszyn Silesia. Remembrance of the past, ever updated and reconstructed, is particularly distinctly combined with space, with memorial sites, such as churches, cemeteries, chapels connected with the delimitation and underlining of borders, not only between representatives of various confessions, but also between two orders: the sacred and the profane. The places in which Catholics and Evangelicals used to live and still live next to one another were deeply marked with divisions, and became a non-homogeneous, multidimensional, unique arena of fighting for places of remembrance (confiscating churches during the Reformation and Counter-reformation).

Questionnaire surveys[38] concerning these issues carried out in 2010 by H. Rusek, A. Kasperek, J. Szymeczek show that 70.6% of the population of Cieszyn are Catholics, 20.1% - Evangelicals, 2.9% - other denominations, 5.9% - people without any denominations, atheists and agnostics. Self-declarations concerning religious membership made by the surveyed youths indicate the overlapping of religious and nationality issues. Although both surveyed groups live in the Czech Republic, they reflect the differences between the Polish and Czech part of Cieszyn Silesia because of the structure of their denomination. The majority of pupils from Polish classes declare themselves to be Catholics, there are more members of the Silesian Evangelical Church of the Augsburg Confession here and definitely fewer declarations concerning the absence of membership in any church than in the "Czech group". A clear division determined by the nationality factor can be seen in the case of the surveyed youths. Pupils from the “Polish group” less frequently referred to the experience of injustice in the religious aspects.

52% of the Cieszyn inhabitants declared that in their families living in Cieszyn and in Cieszyn Silesia (also on the Czech side) there were people of a different denomination than theirs, and almost one fifth of them declared that half of their family consisted of such people. With regard to the respondents' attitude towards mixed marriages, the majority of them (72.1%) declared tolerance. Comparing the responses with an analogical question concerning the attitude towards marriages of mixed nationality, one might discern greater tolerance towards marriages of mixed denominations. With regard to the young respondents' declarations concerning their reactions to a potential situation in which their child would like to get married to a member of another church or religious group the responses were different. Respondents from the "Polish group” showed their clear distance to such persons (43.5% of them would not accept such a relationship, 23.5% – would not mind, and more than one fifth were indifferent); in the case of the “Czech group” the proportions were reverse (24.2% of them would not accept such a relationship, 42% – would not mind). If we compare the young people's responses with their level of acceptance of their

[38] The survey was addressed to three groups: the adult inhabitants of Cieszyn selected randomly, the youths from the third grade of junior secondary schools in Czech Cieszyn (the junior secondary school with the Polish language as the language of instruction and the Polish class in the Business Academy and the junior secondary school in Czech Cieszyn at Frydecka Street and in the Business Academy), representatives of the local establishment and local institutions.

children's relations with representatives of other nationalities, the distance is much larger than in the case of a potential relationship of the child with a member of another church.

The statement that the religious distance prevails over the national one among the surveyed youths is confirmed by their declared attitude towards the representatives of other churches or religious groups. Among respondents from both surveyed groups the attitude of reserve is dominant (48.2% pupils from Polish classes and 61.3% pupils from Czech classes). Despite their distance to other denominations, the surveyed youths define themselves as being tolerant towards members of other religious groups and denominations (82.4% respondents from the "Polish group" and 75.8% respondents from the Czech group considered themselves to be tolerant). The attitude of tolerance does not have to exclude the distance felt by them. The dominant trait in the young people's way of perceiving the meaning of various religions in the social life is a conviction of their antagonistic and division-creating character. Most of the respondents think so (56.5% of the surveyed persons from the "Polish group" and 64.5% of respondents from the Czech group). Both groups notice the efforts made by the members of various religious groups in order to understand one another and to communicate. The most advanced manifestation of such efforts in the perspective of relations between various Christian denominations is the ecumenical movement.

1.5. The Cieszyn Silesia Euroregion – general information[39]

After 1989, i.e. after the downfall of the totalitarian regimes in Poland and Czechoslovakia, the Polish-Czech relations in the divided Cieszyn Silesia region became intensified. The first steps within the framework of cooperation were made by the local authorities of Cieszyn and Český Těšín, and it was an impulse for further activities. Formal cooperation between the Polish and Czech side commenced after the signing of the agreement on regional cooperation on 24 March 1993 in Czech Cieszyn. Three years later, on 10 January 1996 in Kyjov another agreement was signed, pursuant to which a coordinating group responsible for the further development of Polish-Czech cooperation was established. The group's tasks comprised the exchange of information in the field of culture, sports and passenger traffic. The thriving cooperation in the field of information exchange naturally turned into an idea of the formation of a euroregion.

The Cieszyn Silesia Euroregion is one of the youngest euroregions in Poland. The agreement on its establishment was signed on 22 April 1998 by the "Olza" Association of Development and Regional Cooperation and Regionální sdružení pro česko-polskou spolupráci Těšínského Slezska[40].

[39] M. Olszewski, *Euroregional cooperation as a contribution to EU-integration. The example of the Euroregion Śląsk Cieszyński (Cieszyn Silesia)*..., pp. 273-277.

[40] Since 2008, Regionální sdružení územní spolupráce Těšínského Slezska.

It is a voluntary community of Polish and Czech gmina and town associations in the broadly understood region of Cieszyn Silesia.

The Euroregion is situated in the borderland area in southern Poland and the north-eastern Czech Republic, close to Slovakia. It covers the area of 1400 km^2, which is inhabited by 630 000 people (of which 360 000 live in the Czech part, and 270 000 in the Polish part). The Olza River is a natural axis in the territory; Cieszyn and Czech Cieszyn (Český Těšín), the heart of the region, are situated on its banks. In the territory of Poland, the Euroregion stretches from Godów to Istebna, and in the Czech Republic - from Bohumín to Hrčava. On the Polish side it comprises 16 gminas of the Śląskie Voivodeship and 1 poviat – the Cieszyński Poviat, and on the Czech side – about 40 gminas and the Karviná Poviat and Frýdek-Místek Poviat.

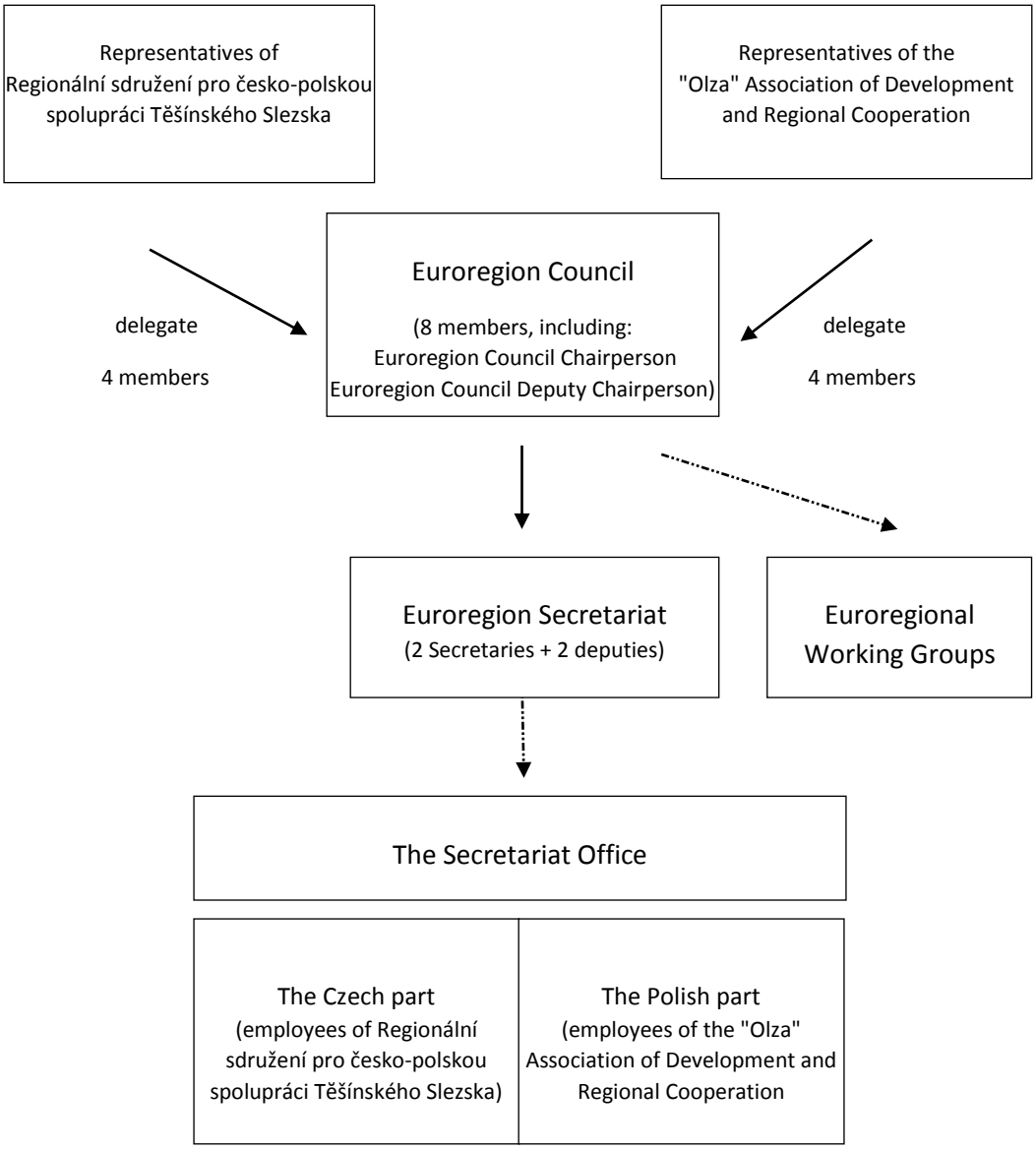
The structure of the Cieszyn Silesia Euroregion is rather complex, in particular with respect to its Czech part. Regionální sdružení územní spolupráce Těšínského Slezska - the Czech partner of the Euroregion agreement consists of three other associations. Two of them are associations of gminas: Svaz obcí okresu Karviná and Sdružení obcí Jablunkovska, while the third one - Regionální rada rozvoje a spolupráce se sidlem v Třinci is an association established on the basis of private law, and not on the law on associations, like the former two associations. This means that apart from the gminas, the key enterprises in the region are also members of the association's board. The structure of the Czech part of the Euroregion is further complicated by the fact that the particular associations of the Regionální sdružení územní spolupráce Těšínského Slezska permeate one another. This is the consequence of their functioning and cooperating even before the formation of the Euroregion.

With regard to the structure of the Cieszyn Silesia Euroregion entities the agreement mentions two of them: the Euroregion Council and the Euroregion Secretariat (drawing 1).

The Council is the supreme governing body of the Euroregion. It consists of eight members, four on each side. The Euroregion Council elects its chairperson and deputy chairperson from among its members, respecting the principle of division of the functions between both sides and the alternation of the terms of office. The Euroregion Council's term of office corresponds to the terms of office of the delegating entities on both sides. The ordinary meetings of the Euroregion Council are held at least twice a year, one of them being connected with the general meeting of the representatives of gminas and associations for the purpose of the presentation of the schedule of the Euroregion activities. The extraordinary meeting of the Euroregion Council may be convened at any time upon a motion of two members of the Euroregion Council. The Council meeting is convened by the Euroregion Secretariat. The Council's tasks comprise the adoption of the Euroregion statutes, the adoption of joint objectives, making decisions concerning the terms of the use of common funds, the adoption of reports on the use of funds, the appointment of members of the Secretariat, the formation of working groups, the delegation of the Euroregion

representatives. The Council may invite the representatives of the state authorities and administration to participate in its meetings in an advisory capacity.

Drawing 1. The structure of the Cieszyn Silesia Euroregion entities.



Source: M. Olszewski, *Rola Biura Stowarzyszenia Rozwoju i Współpracy Regionalnej „Olza" (polskiego partnera umowy pod nazwą Euroregion Śląsk Cieszyński) w zarządzaniu Funduszem Mikroprojektów Programu Operacyjnego Współpracy Transgranicznej Republika Czeska - Rzeczpospolita Polska 2007-2013 (The Role of the "Olza" Association of Development and Regional Cooperation Office (the Polish partner of the agreement on the Cieszyn Silesia Euroregion) in*

the management of the Micro-Projects Fund in the Cross-Border Cooperation Operational Programme the Czech Republic - the Republic of Poland 2007-2013 [in:] ed.: T. Marek, A. Szopa, *Innowacyjne zarządzanie Organizacjami (Innovative Organization Management)*, Jagiellonian University Press, Cracow 2011, p. 85.

The Secretariat is the executive body of the Euroregion. It consists of two secretaries running the Office. Every secretary has a deputy. In current affairs the secretaries perform their functions independently, in other affairs they act in consultation. The Secretariat's Office performs the administrative functions of the Euroregion. The Office's functioning is an internal matter for each of the parties who guarantee the proper conditions for the accomplishment of their tasks. The Euroregion Secretariat's tasks comprise the external representation of the Euroregion, convening the Euroregion Council's meetings, preparing and submitting draft resolutions of the Euroregion Council and preparing information materials for the Assembly of the representatives of municipal national associations, implementing the Euroregion Council's resolutions and running the Secretariat Office.

The Euroregion Functions on the basis of an agreement concluded between legal entities but it is not a legal entity itself;[41] it conducts numerous activities directly related to its objectives.

[41] The review of the European cross-border cooperation structures shows significant differences between the west European structures and the central European and central-east European structures. Whereas the west European structures emerged spontaneously and the first legal regulations concerning their functioning were created in accordance with the international law, the cross-border structures in Central and Central-Eastern Europe were developed under the influence of activities stimulated by the European Union. Another difference between these cross-border structures is connected with their legal status and competences. In the case of the west European structures the legal system was based on bilateral and trilateral agreements. Furthermore, there were frequent transfers of the legal personality from an institution to the cross-border structure. On the other hand, the structures from Central and Central-Eastern Europe were established on the basis of international agreements, but could not acquire legal personality. For instance, in the Polish practice of Euroregional cooperation, two models of the establishment of legal and institutional bases are used in the process of formalizing cooperation on the regional and local authorities level. The first one – on the local government level – consists in the formation of a goal-oriented association of gminas which then enters into an agreement on the establishment of a Euroregion with a similar foreign association; the other one – on the administrative and local government level - consists in the formation of an interregional or cross-border association by the regional and local administrative and self-government authorities. In fact, this means that some euroregions are simply the names of agreements and their parties function on the basis of the legal system of the country they represent. The situation changed after the introduction of Regulation (EC) No. 1082/2006 of the European Parliament and of the Council of 5 July 2006 on a European grouping of territorial cooperation. Pursuant to the Regulation, a European grouping of territorial cooperation may be created in the Community territory under the conditions and subject to the provisions included in the Regulation. EGTC is an instrument with legal personality and its objective is to facilitate and popularize cross-border, international and interregional cooperation between the EU members exclusively in order to strengthen the economic and social cohesion. In each member state EGTC has legal capacity in the broadest scope granted to legal persons pursuant to

The objectives of the Cieszyn Silesia Euroregion include the support of the borderland development in such fields as:

- the exchange of experience and information concerning the region's development,
- the exchange of experience and information concerning the labour market,
- cooperation in spatial planning,
- solving problems with transportation, traffic and communication as well as citizens' security,
- solving problems concerning ecology and the natural environment,
- cooperation in the scope of prevention and elimination of the consequences of natural disasters,
- cooperation in the sphere of economy and trade,
- the development of tourism and passenger traffic, including further improvement of cross-border traffic,
- campaigns supporting the development of culture, education and sports, in particular the exchange of information concerning these activities,
- cultural exchange and protection of the shared cultural heritage,
- cooperation of rescue services and mountain rescue services in the euroregion,
- cooperation between schools and youths in the euroregion.

Within the existing capabilities, the Euroregion supports the interests of towns, gminas, associations, organizations and natural persons which correspond to its developmental objectives, and enters into international agreements on cross-border cooperation. Cross-border cooperation within the Cieszyn Silesia Euroregion concentrates on the management of European funds supporting the region's development in the economic, social and cultural sphere, as well as the effective execution of its own projects implemented jointly by the partners of the Euroregion agreement.

the national law of the member state. The first Polish Euroregion which took advantage of this legal form was the former Tatry Euroregion transformed into the Tatry European Grouping of Territorial Cooperation.

1.6. An analysis of barriers in the cross-border cooperation in the Cieszyn Silesia Euroregion as exemplified by institutions from Jastrzębie-Zdrój, Karvina and Havířov[42]

An analysis of cross-border cooperation in the borderlands of Poland shows that there are many various barriers influencing this type of cooperation. For instance, Stanisław Ciok[43] identifies the most important limitations of cooperation in the Polish western borderland, and divides them into formal and legal, institutional, infrastructural, financial, economic, social and environmental limitations. In order to analyse the barriers in cross-border cooperation between institutions from Jastrzębie-Zdrój, Karvina and Havířov and the possibilities of overcoming them, surveys have been carried out[44] among various public and non-governmental organizations in these three towns. Representatives of the organizations participating in the surveys presented many barriers which in their opinion are an element limiting cooperation with foreign partners. Applying S. Ciok's criterion of identification of cooperation limitations, we can observe that they refer to several groups of factors: formal and legal, institutional, financial, social and environmental ones. No infrastructural or economic limitations have been indicated here. Institutions also point out steps which should be taken in order to overcome these limitations. Among the most frequently mentioned barriers there are barriers connected with the absence of or limited amounts of funds in the organizations intending to start cooperation, which is the main reason for their inability of taking up any cross-border activity. The problem refers chiefly to the non-governmental sector's institutions which frequently do not have a sufficient budget required in order to execute projects with a Czech or

[42] M. Olszewski, B. Kasperek, *Program Partnerskiej Współpracy Miast Jastrzębie-Zdrój, Karviná i Havířov* (Programme of partner cooperation between Jastrzębie Zdrój, Karviná and Havířov), the "Olza" Association of Development and Regional Cooperation in Cieszyn, Cieszyn, Jastrzębie-Zdrój, October 2013, pp. 17-22.

[43] A. Mierosławska, *Czynniki aktywizujące i hamujące rozwój współpracy transgraniczej* (Factors stimulating and hindering the development of cross-border cooperation) [in:] *Samorząd terytorialny* (Territorial Self-government), No. 3/2004, "KiK" Konieczny i Kruszewski/Oddział Polskich Wydawnictw Profesjonalnych Sp. z o.o., Warszawa 2004, p. 48.

[44] A questionnaire survey (an electronic questionnaire sent to several dozens of people of whom 37 returned the questionnaires) was carried out in July and August 2011 by the "Olza" Association of Development and Regional Cooperation at the request of the Town Office in Jastrzębie-Zdrój. It focused on the cross-border cooperation between institutions from Jastrzębie-Zdrój, Karvina and Havířov representing the sector of culture, education, tourism, sports and recreation; economy and entrepreneurship and public safety (the barriers in the Polish-Czech cooperation and the methods of overcoming them), as well as the possibilities of its development.

The "focus group" survey (addressed to 3 groups of participants consisting of 12 persons each) in May 2013 was carried out by a team of employees of the "Olza" Association of Development and Regional Cooperation at the request of the Town Office in Jastrzębie-Zdrój. It focused on the cross-border cooperation between institutions from Jastrzębie-Zdrój, Karvina and Havířov representing the sector of culture, education, tourism, sports and recreation; economy, entrepreneurship and communication; public safety, crisis management, environmental protection and health services.

Polish partner. In the case of NGOs and some public organizations, this situation is intensified by the absence of a system of securing their own contribution required when taking up such activities. Although the organizations from Jastrzębie have managed to develop a bank loan granting procedure in which the Town Office also participates, it is limited in amount and only selected entities with a strong organizational structure may take advantage of it. The disadvantage for the borrowing institutions is the fact that they sometimes have to wait even 1 year for the reimbursement of expenses incurred in the course of the project, which results from the low efficiency of the cross-border projects financial settlement system. Some organizations have recently observed progress in this respect, but the majority of them realize that without the assistance of the municipal authorities and the partners of the euroregional agreement in the introduction of partial pre-financing of cross-border activities in the new programming period (2014-2020) and the shortening of the time of project settlement, they will be forced to withdraw from the cooperation.

There are also objections concerning the absence of appropriate institutions and offices supporting the organizations in their acquisition of funds for cross-border cooperation. People employed in organizations cooperating with a foreign partner are frequently not qualified to conduct such activities, and moreover the number of employees responsible for the cooperation is limited, while the number of the implemented activities is large. Sometimes it turns out to be the partner organization's fault resulting from its slight involvement in cooperation. Therefore, institutions strongly emphasize the need to improve the competences of the personnel dealing with cross-border cooperation so that they would be factually prepared to perform their duties. Motivational trainings oriented towards highlighting the importance of being “a cross-border cooperation leader” may also play an important role here. All this should be accompanied by the assistance of an entity professionally dealing with cross-border issues with respect to the development of joint plans and activities of the partner organizations from Poland and the Czech Republic.

Another problem mentioned by organizations is connected with a much too complicated procedure of funds acquisition. Organizations often complain that excessive bureaucracy resulting from the necessity of meeting a huge number of formal requirements completely discourages them from competing for a grant. It seems that no radical change in this respect can be expected in the nearest future. The only solution of this problem may be more assistance offered by the entities managing financial instruments in the preparation of an application form and the settlement of the project. Among the cooperation limiting barriers organizations mention also the organizational and legal differences between Poland and the Czech Republic, which (particularly with reference to the local government units and their field branches) translates into a problem with finding a counterpart in the administrative structure of the neighbouring country or undertaking joint activities (various competences of the services and their location in the public

organizations hierarchy). The problem with finding a foreign partner to conduct joint activities refers mainly to non-governmental organizations. In the opinion of many institutions, in the former case the solution for overcoming the barriers is the organization of meetings, conferences, seminars and trainings aimed at the transfer of know-how of the Polish and Czech legislation, and in the latter case - the assistance of appointed institutions in the establishment of contacts with foreign partners. The cooperation limiting barriers for the organizations from Jastrzębie-Zdrój, Karvina and Havířov include also the poor knowledge of the partner's official language, negative stereotypes, or the perception of certain phenomena in the borderland area (such as the risk connected with air pollution). These barriers resulting from the social aspects are connected with mentality, cultural differences and historical reasons. In the opinion of the majority of institutions, in order to minimize them, the linguistic competences of the cross-border cooperation personnel should be increased, translators should be employed during the project implementation, and conferences, seminars and workshops on inter-cultural management should be organized. Finally, there is also the considerable distance between the cooperating institutions, which may contribute to the absence of cooperation or to the partner's limited activity in the field of cooperation.

2. Establishing the cross-border partnership

Partnership is a voluntary covenant established in order to execute a task (project) by cooperating and co-deciding parties which provide their human, technical or financial resources required for this purpose. Partnership generates a defined benefit for all the participants bringing results which could not be achieved by a single entity and reducing the efforts necessary to perform an identical task independently by either of the partners[45].

The Feasibility Study of the Euroinstitute – stage I [46]stresses the fact that the Polish-Czech partnership oriented towards cross-border issues may result in:

- the development of an innovative approach to solving problems connected with the Polish-Czech-Slovak regional policy;
- the application of various mechanisms enabling each partner (Polish, Czech and Slovak) to use its competences and skills in order to achieve common objectives in a more effective and sustainable way than in the case of activities undertaken by them individually;
- access to a larger resource reserve through the use of the entire scope of factual, staffing and technical possibilities of each partner;
- a better understanding of the values and characteristics of the particular institutions from Poland, the Czech Republic and Slovakia.

The Polish-Czech-Slovak partner cooperation may also bring about numerous risks, such as for instance:

- the dominant sceptical attitude of the public opinion towards this type of cooperation and premeditated prejudices or deeply rooted stereotypes concerning particular partners;
- bureaucracy and the lack of compromise skills characteristic for the public sector institutions;
- blinkered thinking and perceiving other institutions (chiefly foreign ones) as competitors;
- lack of appropriate skills in the development of international partnership, too narrow understanding of one's role and lack of faith in the sense of implemented activities and

[45] E. Wosik, T. Mrożek, *Partnerstwo bez granic (Partnership without limits)*, Program Operacyjny Kapitał Ludzki - Krajowa Instytucja Wspomagająca (The Operational Programme The Human Capital - the National Supporting Institution). The Centre of European Projects, Warsaw, p. 10.

[46] A document specifying the stages of establishing the international counselling and training centre in the Polish-Czech borderland. M. Olszewski, B. Kasperek, A. Olszewska, A. Lewczuk, A. Thevenet, H. Böhm, *Studium Wykonalności EuroInstytutu - etap I. Raport z warsztatów poświęconym pracom nad stworzeniem międzynarodowego ośrodka doradczo-szkoleniowego - EuroInstytutu w Euroregionie Śląsk Cieszyński (The Feasibility Study of the Euroinstitute - stage I. A report on workshops dedicated to the establishment of the international counselling and training centre - the Euroinstitute in the Cieszyn Silesia Euroregion)*, the "Olza" Association of Development and Regional Cooperation in Cieszyn, Cieszyn 2010, p. 30.

the partnership's effectiveness characteristic for the heads of institutions representing the partners;

- a loose character of the partnership.

Although the Polish-Czech-Slovak institutional partnership is mentioned here, it may also refer partially or entirely (depending on the situation) to the Polish-Czech project.

From the perspective of the establishment of cross-border partnership for the future project implemented in the Polish-Czech borderland, in the Cieszyn Silesia Euroregion, the following elements should be taken into consideration above all:

- the social and economic potential of the borderland which will indicate the type of a project partner we will be looking for;
- the specificity of the financial instruments allocated for the cross-border cooperation support and the related specificity of the cross-border projects;
- formal regulations concerning access to partner projects implemented in the borderland;
- the partner's experience in cross-border cooperation, in the thematic scope interesting for us, in the execution of projects financed from external sources; the possession of competences which will complement the know-how of the employees of our institution, the possession of a stable organizational structure, high-quality personnel, financial credibility, communication skills and other criteria important for us[47].

The following chapter presents each of these elements with reference to the Polish-Czech cross border context and the specificity of the Cieszyn SilesiaEuroregion.

[47] E. Wosik, T. Mrożek, *Partnerstwo bez granic (Partnership without limits)*, Program Operacyjny Kapitał Ludzki - Krajowa Instytucja Wspomagająca (The Operational Programme The Human Capital - the National Supporting Institution). The Centre of European Projects, Warsaw, pp. 49-50.

2.1. The social and economic potential of the Cieszyn Silesia Euroregion - selected issues[48]

2.1.1. Population

Table 6. Population by sex in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS ***abbreviations:*** ***U. – urban*** ***V. – village*** ***U-V – urban-village***	**Total**	**Men**	**Women**
V.Brenna	10862	5335	5527
V.Chybie	9430	4649	4781
U.Cieszyn	36178	16835	19343
V.Dębowiec	5625	2792	2833
V.Godów	13220	6497	6723
V.Goleszów	12752	6163	6589
V.Hażlach	10474	5155	5319
V.Istebna	11818	5913	5905
V.Jasienica	22335	11003	11332
U.Jastrzębie-Zdrój	92105	45273	46832
V.Jaworze	6859	3373	3486
U.-V.Skoczów	26547	12736	13811
U.-V.Strumień	12546	6261	6285
U.Ustroń	15975	7558	8417
U.Wisła	11351	5498	5853
V.Zebrzydowice	13029	6355	6674
Total:	**311106**	**151396**	**159710**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

[48] Due to the different manner and scope of statistical data collection and processing by the Statistical Office in Katowice and the Český statistický úřad, it was impossible to present comparable lists comprising both the Polish and the Czech part of the Cieszyn Silesia Euroregion.

Table 7. Population by age in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Gmina	Total population	The number of inhabitants aged 0-14	The number of inhabitants aged 15-65	Share of inhabitants aged 0-14 in the total population (%)	Share of inhabitants aged 0-65 in the total population (%)	Share of inhabitants aged 65 and more in the total population (%)	Mean age
Albrechtice	3948	568	2817	14.4	14.3	563	41.2
Bocanovice	440	71	310	16.1	13.4	59	39.0
Bohumín	1434	210	964	14.6	18,1	260	41.9
Bukovec	1391	259	960	18.6	12.4	172	37.4
Bystřice	5317	854	3558	16.1	17.0	905	41.2
Chotěbuz	1210	187	828	15.5	16.1	195	40.5
Český Těšín	25000	3764	17473	15.1	15.1	3763	40.9
Dětmarovice	4166	559	2937	13.4	16.1	670	41.8
Dolní Lomná	876	151	595	17.2	14.8	130	40.4
Doubrava	1253	167	909	13.3	14.1	177	40.9
Havířov	76109	10464	51095	13.7	19.1	14550	42.5
Hnojník	1491	207	1001	13.9	19,0	283	43.0
Horní Lomná	374	49	265	13.1	16.0	60	40.8
Horní Suchá	4585	737	3153	16.1	15.2	695	40.6
Horní Tošanovice	547	86	397	15.7	11.7	64	38.9
Hrádek	1812	276	1263	15.2	15.1	273	40.4
Hrčava	271	41	188	15.1	15.5	42	40.0
Jablunkov	5727	878	3950	15.3	15.7	899	40.5
Karviná	56848	7615	38481	13.4	18.9	10752	42.6
Komorní Lhotka	1264	212	813	16.8	18.9	239	42.4
Košařiska	383	72	260	18.8	13.3	51	39.2
Mosty u	3892	597	2682	15.3	15.8	613	41.0

Jablunkova							
Návsí	3909	649	2691	16.6	14.6	569	39.8
Nýdek	2014	289	1374	14.3	17.4	351	41.9
Orlová	30345	4173	21816	13.8	14.4	4356	40.6
Petrovice u Karviné	5344	705	3842	13.2	14.9	797	42.4
Petřvald	7095	1094	4796	15.4	17.0	1205	41.5
Písečná	965	181	656	18.8	13.3	128	37.2
Ropice	1529	246	1072	16.1	13.8	211	39.4
Řeka	556	92	379	16.5	15.3	85	40.4
Smilovice	743	130	510	17.5	13.9	103	39.6
Stonava	1891	281	1307	14.9	16.0	303	40.7
Střítež	1015	166	705	16.4	14.2	144	38.8
Těrlicko	4295	572	2972	13.3	17.5	751	42.7
Třanovice	1037	176	707	17.0	14.9	154	39.3
Třinec	36077	5082	24424	14.1	18.2	6571	42.2
Vendryně	4383	759	2917	17.3	16.1	707	40.3
Vělopolí	285	56	186	19.6	15.1	43	39.0

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

Table 8. Natural migration of the population in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS *abbreviations:* *U. – urban* *V. – village* *U-V – urban-village*	Marriages	Live births	Deaths		Birthrate	Marriages	Live births	Deaths		Birthrate
			Total	including infants				Total	including infants	
	in absolute numbers					per 1000 inhabitants				
V.Brenna	61	127	99	1	28	5.6	11.7	9.2	7.9	2.6
V.Chybie	47	116	83	-	33	5.0	12.3	8.8	-	3,5
U.Cieszyn	174	331	418	3	-87	4.8	9.1	11.5	9.1	-2.4
V.Dębowiec	44	67	58	1	9	7.8	11.9	10.3	14.9	1.6
V.Godów	81	159	123	-	36	6.2	12.1	9.4	-	2.7
V.Goleszów	66	141	136	-	5	5.2	11.1	10.7	-	0.4
V.Hażlach	56	121	67	1	54	5.4	11.6	6.4	8.3	5.2
V.Istebna	82	179	103	1	76	7.0	15.2	8.7	5.6	6.4
V.Jasienica	114	275	197	1	78	5.1	12.4	8.9	3.6	3.5
U.Jastrzębie-Zdrój	549	896	712	2	183	5.9	9.7	7.7	2.2	2.0
V.Jaworze	40	65	42	-	23	5.9	9.5	6.1	-	3.4
U.-V.Skoczów	141	309	249	2	60	5.3	11.7	9.4	6.5	2.3
U.-V.Strumień	69	142	117	-	25	5.5	11.4	9.4	-	2.0
U.Ustroń	82	142	168	2	-26	5.1	8.9	10.5	14.1	-1.6
U.Wisła	55	115	113	3	2	4.9	10.1	10.0	26.1	0.2
V.Zebrzydowice	88	155	101	-	54	6.8	11.9	7.8	-	4.2

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 9. Natural migration of the population in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Gmina	Live births	Deaths	Birthrate
Albrechtice	31	38	-7
Bocanovice	3	4	-1
Bohumín	12	17	-5
Bukovec	19	9	10
Bystřice	44	45	-1
Chotěbuz	9	11	-2
Český Těšín	233	271	-38
Dětmarovice	34	34	0
Dolní Lomná	9	9	0
Doubrava	14	14	0
Havířov	683	916	-233
Hnojník	23	13	10
Horní Lomná	1	5	-4
Horní Suchá	47	78	-31
Horní Tošanovice	10	5	5
Hrádek	19	19	0
Hrčava	4	1	3
Jablunkov	58	61	-3
Karviná	495	740	-245
Komorní Lhotka	11	35	-24
Košařiska	4	3	1
Mosty u Jablunkova	45	46	-1
Návsí	49	38	11
Nýdek	24	27	-3
Orlová	239	344	-105
Petrovice u Karviné	31	47	-16
Petřvald	66	115	-49
Písečná	8	4	4
Ropice	20	18	2
Řeka	11	4	7
Smilovice	10	6	4
Stonava	23	14	9
Střítež	8	10	-2
Těrlicko	25	53	-28
Třanovice	10	14	-4
Třinec	324	447	-123
Vendryně	46	34	12

Vělopolí	3	4	-1

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

Table 10. Internal and external migrations of the population for permanent residence in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

Specification	Inflow			Outflow			Migration balance	
	Total	from		Total	to		Total	per 1000 inhabitants
		towns	abroad		towns	abroad		
Cieszyn Poviat (Brenna, Chybie, Cieszyn, Dębowiec, Goleszów, Hażlach, Istebna, Skoczów, Strumień, Ustroń, Wisła, Zebrzydowice)	2341	1431	105	1953	973	123	388	2.2
Jastrzębie-Zdrój (town with poviat rights)	634	339	44	1334	507	162	-700	-7.6

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 11. Migrations of the population in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Gmina	Inflow	Outflow	Migration balance
Albrechtice	121	94	27
Bocanovice	11	12	-1
Bohumín	38	33	5
Bukovec	16	24	-8
Bystřice	108	105	3
Chotěbuz	49	31	18
Český Těšín	480	548	-68
Dětmarovice	159	100	59
Dolní Lomná	31	31	0

Doubrava	44	66	-22
Havířov	1129	2158	-1029
Hnojník	28	41	-13
Horní Lomná	21	4	17
Horní Suchá	204	164	40
Horní Tošanovice	19	16	3
Hrádek	37	53	-16
Hrčava	8	5	3
Jablunkov	133	120	13
Karviná	696	1445	-749
Komorní Lhotka	49	16	33
Košařiska	14	20	-6
Mosty u Jablunkova	60	66	-6
Návsí	87	72	15
Nýdek	48	26	22
Orlová	659	931	-272
Petrovice u Karviné	135	130	5
Petřvald	313	263	50
Písečná	28	14	14
Ropice	39	42	-3
Řeka	25	4	21
Smilovice	30	22	8
Stonava	80	52	28
Střítež	34	31	3
Těrlicko	151	125	26
Třanovice	35	15	20
Třinec	518	719	-201
Vendryně	127	92	35
Vělopolí	12	3	9

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

2.1.2. Labour market

Table 12. Unemployment in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

Specification	Registered unemployed persons				Registered unemployment rate in %
	total in thousands	total – in %			
		women	Persons remaining unemployed for 12 months and longer	aged 24 and below	
Cieszyn Poviat (Brenna, Chybie, Cieszyn, Dębowiec, Goleszów, Hażlach, Istebna, Skoczów, Strumień, Ustroń, Wisła, Zebrzydowice)	7.0	51.9	31.5	22.2	10.2
Jastrzębie-Zdrój (town with poviat rights)	3.7	67.2	26.8	26.3	8.9

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 13. Unemployment in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Gmina	Number of unemployed persons (%)	Number of persons seeking jobs
Albrechtice	9.3	263
Bocanovice	4.2	13
Bohumín	4.7	46
Bukovec	5.0	49
Bystřice	4.8	171
Chotěbuz	6.3	52
Český Těšín	10.4	1828
Dětmarovice	8.8	257

Dolní Lomná	8.2	49
Doubrava	14.3	132
Havířov	12.9	6775
Hnojník	6.6	67
Horní Lomná	16.5	42
Horní Suchá	13.4	421
Horní Tošanovice	9.5	37
Hrádek	5.4	70
Hrčava	13.5	25
Jablunkov	6.7	267
Karviná	16.0	6308
Komorní Lhotka	5.3	43
Košařiska	6.2	17
Mosty u Jablunkova	7.0	190
Návsí	6.4	173
Nýdek	6.9	94
Orlová	12.9	2885
Petrovice u Karviné	7.9	307
Petřvald	12.6	608
Písečná	6.9	45
Ropice	5.5	59
Řeka	6.8	25
Smilovice	4.1	21
Stonava	8.1	105
Střítež	7.0	50
Těrlicko	8.1	243
Třanovice	5.5	38
Třinec	7.1	1756
Vendryně	5.2	152
Vělopolí	6.1	11

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

2.1.3. The municipal infrastructure, housing

Table 14. The water supply and sewerage system in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS *abbreviations:* *U. – urban* *V. – village* *U-V – urban-village*	Network in km		Service lines to houses		Consumption of water from the water supply system in households		Sewage discharged by means of the sewage system in dam³
	water supply system	sewage system	water supply	sewage discharge	in dam³	per 1 person in m³	
	as at 31 December						
V.Brenna	38.8	109.2	1007	2295	81.8	7.8	204.0
V.Chybie	66.6	1.0	1514	14	290.1	30.7	10.0
U.Cieszyn	126.8	136.7	3563	2787	1224.1	33.8	1647.0
V.Dębowiec	74.0	26.4	1081	341	139.9	25.0	78.0
V.Godów	79.7	86.5	2919	1428	250.1	19.1	137.0
V.Goleszów	117.6	28.6	2006	654	289.1	22.8	57.0
V.Hażlach	121.2	60.0	2093	919	252.8	24.2	218.0
V.Istebna	59.2	45.6	1318	879	118.0	10.0	94.0
V.Jasienica	222.3	7.6	4265	78	497	22.3	12

U.Jastrzębie-Zdrój	364.6	245.5	6932	3928	2748.0	29.4	3599.0
V.Jaworze	43.0	24.1	1035	503	169.4	24.8	96.0
U.-V.Skoczów	181.5	89.4	3531	2044	681.1	25.7	761.0
U.-V.Strumień	110.0	5.1	1982	150	378.0	30.3	90.0
U.Ustroń	94.9	94.3	2313	2156	400.40	25.10	791.0
U.Wisła	29.8	55.5	665	1110	112.0	9.9	516.0
V.Zebrzydowice	161.8	77.4	2474	2018	231.2	17.8	254.0
Total:	**1891.8**	**1092.9**	**38698**	**21304**	**7863**	**358.7**	**8564**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 15. The gas supply network, gas consumers and gas consumption in households in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

Specification	Gas network in km	Service lines to houses	Network gas consumers	Network gas consumption	
	as at 31 December			in thousands m^3	per 1 person in m^3
Cieszyn Poviat (Brenna, Chybie, Cieszyn, Dębowiec, Goleszów, Hażlach, Istebna, Skoczów, Strumień, Ustroń, Wisła, Zebrzydowice)	1614.4	28253	42.8	25.6	145.3
Jastrzębie-Zdrój (town with poviat rights)	249.9	3906	25.3	7.8	85.0
Ogółem:	**1864.3**	**32159**	**68.1**	**33.4**	**230.3**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 16. The electricity consumers and electricity consumption in households in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

Specification	Electrical energy consumers	Electrical energy consumption		
		in GWh	per 1 inhabitant	per 1 consumer
			in kWh	
Cieszyn Poviat (Brenna, Chybie, Cieszyn, Dębowiec, Goleszów, Hażlach, Istebna, Skoczów, Strumień, Ustroń, Wisła, Zebrzydowice)	70879	143.0	811.4	2017.5
Jastrzębie-Zdrój (town	35330	62.3	673.7	1762.0

with poviat rights)				
Total:	**106209**	**205.3**	**1485.1**	**3779.5**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 17. The housing stock in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

Specification		Flats in thousands	Number of rooms in a flat	Floor area in m^2
Cieszyn Poviat (Brenna, Chybie, Cieszyn, Dębowiec, Goleszów, Hażlach, Istebna, Skoczów, Strumień, Ustroń, Wisła, Zebrzydowice)	Urban areas	30.0	4.20	77.5
	Rural areas	27.5	4.79	96.7
Jastrzębie-Zdrój (town with poviat rights)		31.2	3.56	64.8

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 18. Buildings put into service in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS *abbreviations:* *U. – urban* *V. – village* *U-V – urban-village*	Buildings				Cubic capacity in m^3			
	Total	including houses	including detached houses		Total	including houses	including detached houses	
			Total	including houses			Total	including houses
V.Brenna	111	98	110	97	83742	51692	82959	50909
V.Chybie	19	17	19	17	13336	11446	13336	11446
U.Cieszyn	50	42	48	41	65940	32029	60095	28559
V.Dębowiec	22	15	22	15	30021	13876	30021	13876
V.Godów	58	49	58	49	55963	35211	55963	35211
V.Goleszów	59	50	59	50	85641	31271	85641	31271
V.Hażlach	40	38	40	38	27080	24633	27080	24633
V.Istebna	59	53	57	52	60653	26993	41212	26611
V.Jasienica	114	105	110	105	98192	68826	79881	68826
U.Jastrzębie-Zdrój	156	111	133	110	259408	86217	108371	83008
V.Jaworze	33	32	32	32	27889	24569	24569	24569

U.-V.Skoczów	74	56	73	55	60505	35543	60052	35090
U.-V.Strumień	29	27	28	27	33752	19938	33433	19938
U.Ustroń	51	64	61	54	61983	56753	45075	39845
U.Wisła	43	39	42	38	27991	23177	26872	22058
V.Zebrzydowice	35	34	35	34	23640	23553	23640	23553
Total:	**953**	**830**	**927**	**814**	**1015736**	**565727**	**798200**	**539403**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 19. Buildings put into service in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Gmina	Number of buildings put into service	Number of buildings put into service - detached houses
Albrechtice	14	14
Bocanovice	3	3
Bohumín	3	3
Bukovec	4	4
Bystřice	28	21
Chotěbuz	9	9
Český Těšín	62	31
Dětmarovice	18	18
Dolní Lomná	4	3
Doubrava	1	1
Havířov	40	39
Hnojník	1	1
Horní Lomná	1	1
Horní Suchá	8	8
Horní Tošanovice	2	2
Hrádek	4	4
Hrčava	0	0
Jablunkov	2	2
Karviná	24	24
Komorní Lhotka	5	5
Košařiska	0	0
Mosty u Jablunkova	4	4
Návsí	18	16
Nýdek	5	5
Orlová	14	14
Petrovice u Karviné	8	8
Petřvald	18	18
Písečná	8	8
Ropice	13	12
Řeka	2	2
Smilovice	1	1
Stonava	0	0
Střítež	3	3
Těrlicko	23	22
Třanovice	12	12
Třinec	100	73
Vendryně	26	26
Vělopolí	3	3

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

Table 20. Flats put into service in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS *abbreviations:* *U. – urban* *V. – village* *U-V – urban-village*	Total				including in detached houses			
	flats	rooms	Floor area in m^2		flats	rooms	Floor area in m^2	
			flats	on average per 1 inhabitant			flats	on average per 1 inhabitant
V.Brenna	98	505	11976	122.2	97	499	11840	122.1
V.Chybie	18	102	2461	136.7	18	102	2461	136.7
U.Cieszyn	72	285	7279	101.1	43	256	6776	157.6
V.Dębowiec	16	103	3164	197.8	16	103	3164	197.8
V.Godów	49	298	7958	162.4	49	298	7958	162.4
V.Goleszów	51	286	7264	142.4	51	286	7264	142.4
V.Hażlach	42	243	5675	135.1	42	243	5675	135.1
V.Istebna	56	293	5951	106.3	55	289	5887	107.0
V.Jasienica	107	655	14620	136.6	107	655	14620	136.6
U.Jastrzębie-Zdrój	110	675	19320	175.6	110	675	19320	175.6
V.Jaworze	32	198	4857	151.8	32	198	4857	151.8
U.-V.Skoczów	58	316	8086	139.4	57	314	7997	140.3
U.-V.Strumień	28	167	4417	157.8	28	167	4417	157.8
U.Ustroń	118	531	12866	109.0	56	312	8996	160.6
U.Wisła	41	239	5850	142.7	40	232	5561	139.0

V.Zebrzydowice	35	190	4943	141.2	35	190	4943	141.2
Total :	**931**	**5086**	**126687**	**2258.1**	**836**	**4819**	**121736**	**2364**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

2.1.4. National economy entities

Table 21. National economy entities in the National Official Business Register REGON in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS ***abbreviations:*** ***U. – urban V. – village U-V – urban-village***	**Total**	**including**						**from the total number**	
		Trading companies		**civil partnership companies**	**cooperatives**	**foundations, associations and social organizations**	**natural persons conducting business activity**	**public**	**private**
		total	**including foreign capital share**						
V.Brenna	1037	38	5	59	2	20	884	16	1021
V.Chybie	603	24	-	41	2	13	495	15	588
U.Cieszyn	5132	538	230	681	18	152	3407	205	4927
V.Dębowiec	519	26	5	17	2	20	427	17	502

V.Godów	818	22	5	45	2	14	697	23	795
V.Goleszów	1242	57	12	57	3	26	1062	16	1226
V.Hażlach	769	13	3	33	1	23	671	15	754
V.Istebna	936	24	2	45	3	26	795	25	911
V.Jasienica	2093	96	12	117	7	39	1771	35	2058
U.Jastrzębie-Zdrój	5893	321	28	514	9	161	4526	241	5652
V.Jaworze	1037	58	14	61	-	13	867	16	1021
U.-V.Skoczów	2559	155	33	174	12	79	2001	77	2482
U.-V.Strumień	920	38	7	59	3	21	762	26	894
U.Ustroń	2313	195	39	163	11	56	1783	48	2265
U.Wisła	1684	80	16	122	3	43	1370	34	1650
V.Zebrzydowice	789	32	8	27	3	15	678	18	771
Total:	**28344**	**1717**	**419**	**2215**	**81**	**721**	**22186**	**827**	**27517**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 22. National economy entities in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Legal form	Albrechtice	Bocanovice	Bohumín	Bukovec	Bystřice	Chotěbuz	Český Těšín	Dětmarovice	Dolní Lomná	Doubrava	Havířov	Hnojník	Horní Lomná	Horní Suchá	Horní Tošanovice
State organizations	2	1	15	2	4	1	18	1	1	2	57	4	-	2	-
Public limited companies	1	-	16	1	5	-	41	9	-	-	42	1	-	1	-
Trading companies	54	3	246	6	81	24	635	68	8	8	893	36	6	78	10
Cooperative organizations	-	-	20	-	2	-	43	-	-	-	15	-	-	-	-
Financial enterprises	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Individual enterprises	415	44	2753	141	670	141	3161	551	122	147	9206	190	47	512	68
Farmers conducting their own business activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Freelancers	71	6	317	24	69	26	413	75	8	15	1345	26	-	71	9
Farmers	5	3	20	8	9	8	49	2	4	-	21	2	2	5	3
Other legal forms	28	7	242	16	69	13	511	66	19	15	633	20	7	35	8

Legal form	Hrádek	Hrčava	Jablunkov	Karviná	Komorní Lhotka	Košařiska	Mosty u Jablunkova	Návsí	Nýdek	Orlová	Petrovice u Karviné	Petřvald	Písečná	Ropice	Řeka
State organizations	2	-	10	45	1	-	4	3	1	19	1	4	-	1	-
Public limited companies	1	-	5	42	-	-	-	3	-	17	2	3	-	3	-
Trading companies	12	2	132	616	15	5	36	49	20	294	79	116	4	14	6
Cooperative organizations	-	-	1	161	-	-	1	-	-	3	-	-	-	3	-
Financial enterprises	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Individual enterprises	207	37	748	5446	149	41	438	476	224	3227	659	893	128	179	71
Farmers conducting their own business activity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Freelancers	22	1	85	728	15	4	46	53	33	457	78	110	11	12	7
Farmers	2	2	12	15	10	15	12	14	15	12	10	3	3	10	4
Other legal forms	20	18	107	753	18	a ř -	64	45	18	258	64	49	6	17	4

Legal form	Smilovice	Stonava	Střítež	Těrlicko	Třanovice	Třinec	Vendryně	Vělopolí
State organizations	1	1	1	3	-	22	5	-
Public limited companies	1	1	-	2	-	81	4	-
Trading companies	11	23	13	79	27	756	56	2
Cooperative organizations	-	-	-	-	-	33	1	-
Financial enterprises	-	-	-	-	-	-	-	-
Individual enterprises	92	190	123	613	126	4456	543	44

Farmers conducting their own business activity	-	-	-	-	-	-	-	-
Freelancers	10	17	15	84	9	545	50	6
Farmers	6	6	3	11	9	103	10	6
Other legal forms	11	21	23	50	29	559	52	4

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

Table 23. National economy entities in the National Official Business Register REGON by selected sectors in the Polish part of the Cieszyn Silesia Euroregion (as at 31 December 2011).

GMINAS ***abbreviations:*** ***U. – urban V. – village U-V – urban-village***	**Total**	***including***											
		agriculture, forestry hunting and fishing	**industry**		**building construction**	**trade; motor vehicle repair**	**transport and warehouse management**	**Accommodation and catering**	**Information and communication**	**finances and insurances**	**real property market services**	**Professional scholarly and technical activity**	**administration and service sector support**
			total	**including industrial processing**									
V.Brenna	1037	65	127	113	202	216	60	104	9	25	7	68	23
V.Chybie	603	10	68	65	85	190	40	24	9	22	5	33	9
U.Cieszyn	5132	31	432	411	526	1562	272	204	140	220	241	463	140
V.Dębowiec	519	18	77	76	100	130	35	14	6	13	6	29	9
V.Godów	818	18	86	84	114	252	70	30	17	27	4	40	9
V.Goleszów	1242	38	179	175	186	319	66	55	26	28	16	94	35
V.Hażlach	769	27	93	92	105	227	62	41	10	32	4	41	12

V.Istebna	936	77	118	116	244	175	47	72	8	8	7	22	15
V.Jasienica	2093	67	345	328	300	558	184	52	35	71	23	135	48
U.Jastrzębie-Zdrój	5893	16	407	369	607	1977	351	231	141	288	191	382	143
V.Jaworze	1037	14	121	120	139	277	46	32	31	48	40	95	37
U.-V.Skoczów	2559	38	296	280	382	718	144	103	52	88	63	147	57
U.-V.Strumień	920	33	129	125	124	274	57	43	14	33	13	41	22
U.Ustroń	2313	26	205	189	283	564	127	221	56	66	88	199	74
U.Wisła	1684	89	117	114	274	334	133	294	7	32	26	65	61
V.Zebrzydo-wice	789	16	88	81	95	238	43	34	11	35	14	59	20
Total:	**28344**	**583**	**2888**	**2738**	**3766**	**8011**	**1737**	**1554**	**572**	**1036**	**748**	**1913**	**714**

Source: the author's own elaboration on the basis of: *Województwo Śląskie 2013. Podregiony, powiaty, gminy (The Śląskie Voivodeship. Sub-regions, poviats, gminas)*, The Statistical Office in Katowice, Katowice 2012.

Table 24. National economy entities by selected sectors in the Czech part of the Cieszyn Silesia Euroregion (as at 31 December 2013).

Main activity	Albrechtice	Bocanovice	Bohumín	Bukovec	Bystřice	Chotěbuz	Český Těšín	Dětmarovice	Dolní Lomná	Doubrava	Havířov	Hnojník	Horní Lomná	Hrádek	Hrčava
Market economy entities in general	576	64	3629	198	909	213	4871	772	162	187	12212	279	62	266	60
Agriculture, forestry, fishing	19	8	69	18	34	17	122	23	27	9	158	4	13	14	20
Industry in general	50	7	385	18	121	17	460	134	25	32	1259	35	3	28	7
Building construction	46	10	414	35	127	24	486	81	16	18	1183	33	11	22	14
Wholesale and retail; repairs and maintenance of transportation means	144	12	887	32	207	57	1212	196	27	43	3256	65	12	75	5
Transport and warehouse management	11	-	92	4	27	4	108	23	7	6	251	12	2	7	-
Accommodation and catering	36	9	231	14	40	10	216	37	13	8	636	7	10	12	9
Information and communication activity	15	-	49	2	15	4	72	9	2	1	164	9	-	5	-
Banking and insurances	54	4	246	17	32	22	271	48	5	12	905	15	-	13	-
Real estate-related activity	6	-	104	-	21	1	291	17	-	3	264	3	1	2	-
Scholarly and technical activity	84	2	380	14	104	14	575	68	13	18	1891	29	2	28	1
Administration and counselling	10	-	59	2	16	4	68	9	2	2	172	6	-	2	-
Public administration and defence; social benefits	3	3	9	2	4	3	7	2	2	2	6	2	2	2	2
Education	10	1	54	2	14	5	95	6	1	2	236	9	-	4	-
Health and social assistance	6	1	45	1	12	2	86	7	-	2	199	7	-	-	-
Culture, tourism and recreation	16	-	112	6	16	3	79	19	3	3	285	5	1	3	-

Other activity	43	5	316	22	78	18	420	67	14	14	1005	22	2	29	2
Activity of households as employers; activity of households producing unspecified products and providing services for individual use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Activity of exterritorial organizations and entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unspecified	23	2	177	9	41	8	303	26	5	12	342	16	3	20	-

Main activity	Jablunkov	Karviná	Komorní Lhotka	Košařiska	Mosty u Jablunkova	Návsí	Nýdek	Orlová	Petrovice u Karviné	Petřvald	Písečná	Ropice	Řeka	Smilovice	Stonava
Market economy entities in general	1100	7806	208	73	601	643	311	4,287	893	1178	152	239	92	132	259
Agriculture, forestry, fishing	38	118	17	20	41	32	26	64	37	28	6	19	13	10	18
Industry in general	136	764	22	7	92	75	42	518	126	150	27	37	15	20	24
Building construction	161	733	17	5	94	80	41	451	71	153	24	18	9	11	23
Wholesale and retail; repairs and maintenance of transportation means	285	2040	38	5	130	166	55	991	236	278	34	64	21	18	70
Transport and warehouse management	23	203	1	2	18	12	5	103	23	35	4	4	-	3	6
Accommodation and catering	65	445	24	3	47	39	18	239	47	58	13	8	10	7	18
Information and communication activity	11	86	1	-	5	9	5	69	10	16	1	5	-	6	5

Banking and insurances	33	556	4	4	30	35	21	333	61	81	9	8	4	6	15
Real estate-related activity	47	570	4	2	5	11	4	113	9	25	1	6	2	2	3
Scholarly and technical activity	82	814	30	5	50	59	26	403	102	128	10	18	5	22	25
Administration and counselling	19	117	8	4	4	11	2	84	17	18	3	1	1	1	3
Public administration and defence; social benefits	3	11	2	2	2	2	2	4	3	2	2	2	2	1	2
Education	26	107	3	1	9	18	9	59	13	15	2	4	-	2	7
Health and social assistance	35	144	2	-	4	9	2	70	8	16	1	3	1	-	4
Culture, tourism and recreation	13	196	5	-	9	7	4	123	15	24	3	7	1	1	7
Other activity	89	673	22	7	48	58	21	369	89	82	11	23	6	17	24
Activity of households as employers; activity of households producing unspecified products and providing services for individual use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Activity of exterritorial organizations and entities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unspecified	34	229	8	6	13	20	28	294	26	69	1	12	2	5	5

Main activity	Střítež	Těrlicko	Třanovice	Třinec	Vendryně	Vělopolí
Market economy entities in general	178	842	200	6555	721	62
Agriculture, forestry, fishing	11	30	25	206	31	7
Industry in general	19	85	18	783	99	5
Building construction	12	60	18	726	70	7
Wholesale and retail; repairs and maintenance of transportation means	38	232	48	1466	168	11
Transport and warehouse management	11	15	1	136	22	-
Accommodation and catering	4	51	6	313	40	2
Information and communication activity	1	13	1	91	13	1
Banking and insurances	10	59	3	325	33	4
Real estate-related activity	3	28	3	239	10	-
Scholarly and technical activity	16	125	27	709	99	13
Administration and counselling	2	14	4	138	15	-
Public administration and defence; social benefits	2	2	3	10	2	2
Education	1	14	-	103	17	1
Health and social assistance	2	12	1	130	6	-
Culture, tourism and recreation	5	24	4	163	12	-
Other activity	27	60	26	602	53	3
Activity of households as employers; activity of households producing unspecified products and providing services for individual use	-	-	-	1	-	-
Activity of exterritorial organizations and entities	-	-	-	-	-	-
Unspecified	14	18	12	414	31	6

Source: the author's own elaboration on the basis of: Databáze demografických údajů za obce, Český statistický úřad.

2.2. The Micro-Projects Fund in the Cross-Border Cooperation Operational Programme the Czech Republic - the Republic of Poland for the years 2007-2013 as an example of a financial instrument supporting cross-border cooperation in the Cieszyn Silesia Euroregion[49]

The financial support instruments for cross-border cooperation in the European Union were established in order to facilitate integration and development of the particular countries and regions of the Community. The Cross-Border Cooperation Operational Programme the Czech Republic - the Republic of Poland 2007-2013 is a continuation of the financial support for the borderland regions development granted to Poland previously within the Phare Credo, Phare CBC, Meda, Cards and INTERREG III programmes. It is one of the seven operational programmes supporting cross-border cooperation and constituting a part of the European Territorial Cooperation Programme. The programme was developed in accordance with the Commission's decision of 31 October 2006 determining a catalogue of regions and areas to receive financing from the European Regional Development Fund within the scope of cross-border and transnational cooperation constituting the elements of the objective called "European territorial cooperation". In the Czech part, the Programme's territorial scope covers the Liberecki, Kralowehradecki, Pardubicki, Ołomuniecki and Morawskośląski regions. In the Polish part, the Programme covers the Jeleniogórsko-wałbrzyski, Opolski, Rybnicko-jastrzębski and Bielsko-bialski sub-regions.

The Programme's global objective is support for the social and economic development of the Polish-Czech borderland through the strengthening of its competitiveness and cohesion as well as through the promotion of partner cooperation among its inhabitants. On the other hand, the Programme's general objectives are oriented towards the strengthening of the economic integration of the Polish-Czech borderland area, the improvement of conditions determining the development of a sustainable natural environment and/or the regeneration of the borderland as well as other forms of the social integration of the Polish-Czech borderland.

[49] M. Olszewski, *Rola Biura Stowarzyszenia Rozwoju i Współpracy Regionalnej „Olza" (polskiego partnera umowy pod nazwą Euroregion Śląsk Cieszyński) w zarządzaniu Funduszem Mikroprojektów Programu Operacyjnego Współpracy Transgranicznej Republika Czeska - Rzeczpospolita Polska 2007-2013 (The Role of the "Olza" Association of Development and Regional Cooperation Office (the Polish partner of the agreement on the Cieszyn Silesia Euroregion) in the management of the the Micro-Projects Fund in the Cross-Border Cooperation Operational Programme the Czech Republic - the Republic of Poland 2007-2013* [in:] ed.: T. Marek, A. Szopa, *Innowacyjne zarządzanie Organizacjami (Innovative Organization Management)*, Jagiellonian University Press, Cracow 2011, pp. 77-81.

The Programme's budget amounts to 258 187 464 EUR; 219 459 344 EUR comes from the European Regional Development Fund.

The Programme comprises four main priority axes with the following specific objectives:

- Priority axis 1. The strengthening of transport accessibility, environmental protection, hazard prevention whose particular goals focus on the improvement of the transport infrastructure, transport service quality, the natural environment and safety in the Polish-Czech borderland;
- Priority axis 2. The improvement of the conditions facilitating the development of entrepreneurship and tourism. Within this priority axis, the particular goals focus on the strengthening of local businesses' competitiveness, the broadening of the tourist offer as well as the improvement of the knowledge and skills of the inhabitants of the Polish-Czech borderland;
- Priority axis 3. Support for cooperation among local communities. Its particular goals focus on the strengthening of cross-border relations among institutions providing public services, cross-border contacts among inhabitants as well as the stimulation of the development of the local community based on *the Micro-Projects Fund* in terms of support for activities initiated by local entities;
- Priority axis 4. Technical assistance comprising particular goals oriented towards the provision of effective management and implementation of the Programme as well as support for informational and promotional activities.

The Micro-Projects Fund was allocated to priority axis 3 of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013, but it can be also used in the execution of projects included in axis 1 and axis 2. It is a specific financial instrument developed for the purpose of supporting local-level cross-border projects focused on the development of good neighbourly cross-border relations, activities in the areas of education and culture, social initiatives as well as the improvement of urban and tourist infrastructure[50]. The Micro-Projects Fund aims to support the execution of small-size projects of non-investment nature or moderate investment undertakings. The Fund's support area is the same as that of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013. For projects executed within the scope of the Fund, 20% of all resources of the Programme were allocated (i.e. 43 891 869 EUR – money coming exclusively from the European Regional Development Fund). A minimum amount of a subsidy for a micro-project is 2 000 EUR, a maximum amount is 30 000 EUR, while the total costs of a project cannot exceed 60 000 EUR. Czech beneficiaries executing their micro-projects using the resources from the Fund

[50] The management of the Micro-Project Fund in the Cieszyn Silesia Euroregion is the responsibility of the partners of the Euro-regional agreement – the "Olza" Association of Development and Regional Cooperation and Regionální sdružení územní spolupráce Těšínského Slezska.

receive 85% of required amounts from the European Regional Development Fund and have to acquire the remaining 15% on their own. In the case of Polish applicants, the situation is a little bit different: they receive 85% of required amounts from the European Regional Development Fund, 10% from the national budget and they have to secure the remaining 5% on their own. In practice, both Czech and Polish beneficiaries have to secure full project execution amounts in advance because in the case of the Micro-Project Fund and the whole Programme, subsidies are paid out as refunds and not as advance payments.

2.2.1. The principle of the Leading Partner in the Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013[51]

The Principle of the Leading Partner consists first of all in the submission of a joint application and the execution of a joint cross-border project. This principle implies that one of partners assumes responsibility for the whole project before the Programme's Managing Authority, thus becoming the Leading Partner.

The Principle of the Leading Partner is reflected within each project in the necessity of fulfilling at least two of the four criteria specified in the Regulation concerning the European Regional Development Fund. These criteria have to be selected already at the stage of preparing a project for execution and their fulfilment should be specified in a joint application. The minimum requirements concerning the fulfilment of the criteria are presented below. However, they constitute but a clue concerning the method of satisfying the obligatory cooperation criteria:

- **the joint preparation** of a project together with a partner from the other country which consists in all partners' participation in the project planning stage. Partners participate in the whole project preparation process - from the development of a project's idea to the submission of an application for a subsidy together with a preparation schedule;
- **the joint execution** of a project with a partner from the other country. Partners from both sides of a border participate in the process of achieving project objectives. They develop a joint action plan with a supplementary schedule and promote it together. All joint actions are related to one another with respect to time and substantive content;
- **the joint personnel** – the joint personnel of both parties participates in the core activities of a project; e.g. project implementation specialists appointed by all partners establish a joint team functioning in accordance with particular cooperation rules - they

[51] *Guidelines for applicants. The Cieszyn Silesia Euroregion Micro-Projects Fund of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013*, 3 March 2008, pp. 18-20.

appoint a team manager, specify the principles of mutual communication, organisation of meetings, etc. Such a team is jointly responsible for the execution of a project.

- **the joint financing** of a project by both parties – this criterion is considered as fulfilled if one partner's share in total eligible project expenditures is at least 10%**.**

2.2.2. The types of projects executed within the scope of the Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013

The fund allows for the execution of the following three types of projects:

- A, projects consisting in the submission of a joint application and the execution of an undertaking in compliance with the so-called principle of the Leading Partner, under which one partner assumes responsibility for the execution of a project. Projects of this type have to fulfil at least two of the four criteria related to the joint preparation of a project, the joint execution, the joint personnel and the joint financing;
- B, so-called mirror projects characterised by each partner's submission of a separate application. Mirror projects have a joint objective and stakeholder group; their activities and expenditures are divided among partners one of which has to have its official seat on the other side of a border; they are prepared simultaneously on both sides of a border or are related to one another and receive subsidies from the Fund on both sides of a border[52]; A project is considered a parter project if the following conditions are met:
  - both project applications have the same title,
  - all actions/tasks are described in both applications,
  - there is a clear division of tasks between partners,
  - a total budget of a joint project, particular parts of a budget allocated to either partner and an independent financing plan constitute attachments to both applications.
- C, projects executed independently without any financial input of a foreign partner. An applicant from one side of a border executes a project, and the other party acts in the capacity of a partner only[53].

[52] M. Olszewski, *Rola Biura Stowarzyszenia Rozwoju i Współpracy Regionalnej „Olza" (polskiego partnera umowy pod nazwą Euroregion Śląsk Cieszyński) w zarządzaniu Funduszem Mikroprojektów Programu Operacyjnego Współpracy Transgranicznej Republika Czeska - Rzeczpospolita Polska 2007-2013 (The Role of the "Olza" Association of Development and Regional Cooperation Office (the Polish partner of the agreement on the Cieszyn Silesia Euroregion) in the management of the the Micro-Projects Fund in the Cross-Border Cooperation Operational Programme the Czech Republic - the Republic of Poland 2007-2013* ..., p. 81.

[53]*Guidelines for applicants. The Cieszyn Silesia Euroregion Micro-Projects Fund of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013...,* p. 21

2.2.3. The formal regulations concerning participation in partner projects to be executed within the Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013 in the Cieszyn Silesia Euroregion – an agreement

Together with a project application submitted to the Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013, partners are also obliged to submit their cooperation agreement. Below we present a specimen of a partnership agreement for type-A projects[54].

Table 25. A cooperation agreement to be performed within the scope of a project to be financed from the Cieszyn Silesia Euroregion Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013.

A cooperation agreement to be performed within the scope of a project to be financed from the Cieszyn Silesia Euroregion Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013.

Subject to the applicable provisions of the regulations of the European Communities:

- Council Regulation (EC) No. 1083/2006 of 11 July 2006 laying down general provisions on the European regional development social fund and the Cohesion Fund and repealing Regulation (EC) No 1260/1999, Official Journal of the European Union L 210/25 of 31 July 2006,
- Regulation (EC) No. 1080/2006 of the European Parliament and of the Council of 5 July 2006 on the European Regional Development Fund and repealing Regulation (EC) No. 1783/1999, Official Journal L 210 of 31 July 2006,
- Commission Regulation (EC) No 1828/2006 of 8 December 2006 setting out rules for the implemenation of Commission Regulation No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund,and the Cohesion Fund and of Regulation (EC) no. 1080/2006 of the European Parliament and of the Council on the European Regional Development fund, Official Journal L371/127 of 27 December 2006,

and the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of

[54] *Guidelines for applicants. The Cieszyn Silesia Euroregion Micro-Projects Fund of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013...*, p. 20.

Poland 2007-2013 (hereinafter referred to as POWT RCZ-RP 2007-2013) and for the purpose of executing the project referred to in § 1 of this agreement

The Leading Partner (name, registered office, statistical regon number),
represented by……..
on the basis of .....

1. The Project Partner (name, registered office, statistical regon number),
represented by……..
on the basis of .....

2. The Project Partner (name, registered office, statistical regon number),
represented by……..
on the basis of .....

3. The Project Partner (name, registered office, statistical regon number),
represented by……..
on the basis of .....

(within the content of the agreement, the Leading Partner and the Project Partners, i.e. each Party to the agreement, will be referred to as "partner")

Hereby enter into the following agreement:

§ 1

Objective of Agreement

The objective of this agreement is the execution of the project to be financed from the funds of the European Territorial Cooperation within the scope of the Cieszyn Silesia Euroregion Micro-Projects Fund (hereinafter referred to as MF) POWT RCz-RP 2007-2013 entitled.....[55], in accordance with the provisions of the project application, whose integral element is this agreement.

§ 2

Partner's General Obligations

1. A Partner will be responsible for its part of the project and for its execution in accordance with the project application and in accordance with possible changes approved by the Euroregional Steering Committee (hereinafter referred to as ESC) or the financing entity[56], pursuant to the applicable regulations concerning the execution of projects within POWT RCz-RP 2007-2013.

[55] Insert title of project.

[56] The financial support provider is the Programme's Managing Authority - the Department of Regional Cross-border Cooperation in the Ministry of Regional Development of the Czech Republic through the agency of the Managing Authorities of the Micro-Projects Fund in the Cieszyn Silesia Euroregion.

2. A Partner undertakes to perform its duties related to the project in a diligent and timely manner as specified in the project application and is jointly responsible for the successful execution of the project.
3. A Partner is responsible for its budget up to its relevant project amount and undertakes to secure its part of co-financing.
4. The Partners agree that the co-financing provider will be entitled to publish, in any form and by means of any media, including the Internet, the following information:

a) the name of the Leading Partner and the Project Partners,
b) the objective of the financial support,
c) the granted amount and the share of the financial support in the total project costs,
d) the project's geographical location.

§ 3

Partner's Obligations under Financial Support Agreement

1. In its fulfilment of the objective of financial support, the Partner undertakes to act in accordance with the Programme Document, the Specification of POWT RCz-RP 2007-2013 and the Guidelines for MF Applicants.
2. A Partner undertakes to maintain the durability of the results of the execution of its part of the project pursuant to Article 57 Paragraph 1 of Regulation (EC) No. 1083/2006 for a period of five years from the factual completion of the project as specified in the financial support agreement (hereinafter referred to as the Agreement), with respect to these parts for which this is technically and legally possible.
3. A Partner undertakes to manage all assets acquired in connection with its participation in the execution of the project, during the whole period as specified in Paragraph 2, with the care of a good manager, diligently and without encumbering such assets or their parts with any rights in property for the benefit of any third parties, with the exception of security for a credit related to the co-financing of its part of the project.
4. A Partner undertakes to ensure, during the whole period as specified in Paragraph 2, appropriate complete insurance for the assets acquired in connection with its participation in the execution of the project, in particular insurance against their damage, destruction or loss. In the event that for such assets or their parts, it is impossible to acquire relevant insurance (such insurance is not included in standard offers of insurance companies) and such a fact is confirmed by an insurance company and approved by a controller, a Partner will be released from this obligation with respect to a particular part of the project's results.
5. A Partner undertakes the following:

a) in the event that it is to perform some activities under one or more agreements on the provision of goods, services or construction works, to act in compliance with the applicable national legal regulations concerning public procurement, and if it is subject to the Czech law, in the event of orders whose scope is lower than limits determined under the effective national legal regulations

concerning public procurement, to act in compliance with the national legal regulations applicable within the scope of POWT RCz-RP[57] ;

b) with respect to particular tendering procedures, to inform and, in agreements with suppliers selected in such procedures, to determine invoicing conditions in such a manner that it is unambiguously clear that particular invoices are related to the project;

c) to notify authorised controllers of the date of the commencement of a tendering procedure (an offer evaluation process) and to allow them to participate in the meetings of all committees or other activities related to tendering procedures and to provide them with access to all documents related to the conclusion of agreements referred to in item a).

6. During the course of the execution of its part of the project a Partner undertakes to comply with the regulations concerning public aid, natural environment protection, and equality between women and men.

7. A Partner undertakes to provide all competent institutions – the provider of financial support, controllers, the European Commission, the Court of Auditors, the Auditing Institution, the Payment and Certification Institution as well as other national controlling authorities – at times as required, with complete and accurate information and to provide them with documents related to the execution of its part of the project as well as to allow people appointed by the aforementioned institutions to enter its premises and land for the purpose of checking the implementation of the provisions of the Agreement not only during the term of the project but also as specified in paragraph 2 for the purpose of controlling the performance of the Agreement and to immediately allow such inspections as required by authorised people and in the necessary scope.

8. A Partner undertakes to completely respect and comply with all instructions and deadlines specified by the competent institutions (in accordance with the previous paragraph) for the purpose of correcting and eliminating possible irregularities, shortages or defects identified during the course of controlling activities.

9. A Partner undertakes to keep all accounts related to its part of the project separate from its other accounts in accordance with the national accounting regulations and to provide all controlling authorities with required information based on such accounts, i.e. also on the basis of paragraph 7.

10. If a Partner is not obliged to keep account books, it will keep a tax record book for its part of the project in accordance with the applicable regulations and such a tax record book will have to meet the following requirements:

a) all documents concerning its part of the project have to meet the requirements of a bookkeeping document in accordance with the national accounting regulations;

b) all documents have to be correct, complete, legally valid, understandable, kept in a written form and in a manner ensuring the durability of relevant data;

[57] This concerns the methodological instructions for procedures applicable to the award of small-size public contracts, which constitute an element of the document entitled "The methodology of awarding public contracts under Act no. 137/2006 concerning public procurement procedures and the methodology of awarding contracts financed by the European Union".

c) achieved revenues and incurred expenditures have to be kept based on subsidiary records, i.e. all documents have to be identified as relating to a particular project.

11. If, in connection with the execution of the project, a Partner achieves revenues, it undertakes, pursuant to Article 55 of Council Regulation (EC) No. 1083/2006, to identify them and deduct them from the total eligible expenditures at the latest before the submission of a payment application, with respect to both the project execution period and the period specified in paragraph 2 of this clause.

12. A Partner undertakes to draw up and submit the following documents to the relevant MF Managing Authority:

a) a final report on the execution of its part of the project; such a report has to be complete and true, prepared in two copies on a form available on the website of the relevant MF Managing Authority, within 30 days from the factual completion of the execution of the project referred to in the Agreement.

b) a declaration concerning expenditures incurred in relation to its part of the project, including all required bookkeeping documents related to incurred expenditures, at the times specified in the Agreement,

13. A Partner undertakes to keep the documents related to the execution of the project from the moment of their creation until the end of 2026. If the national law provides for longer periods of the obligatory archiving of documents, such national regulations have to be complied with.

14. All Partners undertake to conduct promotional activities in accordance with their project application and Commission Regulation (EC) 1828/2006.

15. A Partner undertakes to fulfil all other obligations related to the execution of its part of the project as specified in *the guidelines for applicants*.

§ 4

Leading Partner's General Obligations

Besides the obligations under § 2 and § 3 of this agreement, the Leading Partner will have to fulfil the following obligations:

a) to completely coordinate the execution of the project, including the appointment of a project specialist,

b) to provide information to the other Partners concerning the approval of the project by ESC and possible changes proposed by ESC,

c) to conclude an agreement with the financial support provider / the provision of information to the other Partners concerning the full text of the Agreement,

d) to submit project execution reports to the relevant MF Managing Authority at the times specified in the Agreement; such reports are to be based on partial reports received from the other Partners and approved by the relevant MF Management Authority,

e) to acquire the other Partners' declarations concerning their respective expenditures and cost eligibility certificates; to prepare and submit payment applications to the relevant MF Managing Authority at the times specified in the Agreement,

f) after the reception of funds from the European Regional Development Fund, to pay out funds to the particular Partners based on their respective shares as specified in the payment application by way of a bank transfer without any deductions, withholdings or fees,

g) to immediately provide information to the Partners concerning any circumstances which could influence the execution of the project, in particular, the regular provision of the copies of project execution reports submitted to its MF Managing Authority and the regular provision of information concerning all relevant contract with institutions participating in FM POWT RCZ-RP 2007-2013.

§ 5

Partner's General Obligations

Besides the obligations under § 2 and § 3 of this agreement, the Partner will have to fulfil the following obligations:

a) to authorise the Leading Partner to represent it in all legal acts before the financial support provider,

b) to provide the Leading Partner with partial project execution reports (detailed descriptions of the project execution process) after their approval by the relevant MF Managing Authority,

c) to provide the Leading Partner with a cost eligibility certificate issued by the relevant MF Managing Authority at the time specified by the Leading Partner,

d) to immediately notify the Leading Partner of any circumstances which could influence the execution of the project,

e) to provide the Leading Partner with all necessary information if there occur circumstances which could endanger the execution of the project.

§ 6

Liability in Case of Default

1. If a Partner fails to fulfil an obligation under this agreement as confirmed by a proper authorised institution (§ 3 item 7), which results in an unauthorised of EU funds, it will be liable for all financial consequences of such a situation. In the event of circumstances described in the previous sentence, a Partner will be obliged to return a relevant amount to be specified by the financial support provider or the controlling authority to the Leading Partner, who will return such an amount to the budget of FM POWT RCZ-RP 2007-2013.

2. Should a Partner fail to return a relevant amount to the Leading Partner, the Member State suffering a related loss can demand that a Partner repair such a loss pursuant to the applicable national regulations.

3. If a Partner's default results in consequences for the financing of the Project as a whole, the Leading Partner may demand that a Partner reimburses such an amount.

§ 7

Changes to Project During Execution

1. Any application for a change to the project submitted by the Leading Partner to the relevant MF Managing Authority has to be approved previously by all Partners.

2. All Partners are obliged to notify the Leading Partner of any changes related to the project. Possible expenditures related to such changes can be requested only after the Leading Partner's approval.

§ 8

Assignment, Legal Transfer

1. A Partner may not cede its rights and obligations under this agreement without a previous written consent of the other Partners. The Partners simultaneously acknowledge the content of the provisions of the financial support agreement according to which a Partner may cede its rights and obligations under the financial support agreement only after a previous written consent of the financial support provider

and ESC.
2. In the event of a legal transfer, a Partner is obliged to cede all its obligations under this agreement to an assignee.

§ 9

Governing Law

This agreement will be governed by the law of the country in which the Leading Partner has its registered office.

§ 10

Final Provisions

1. This agreement will become effective as at the date of its signing by the last of the Partners. This agreement will expire as at the date of the rejection of the project application, which includes this agreement.
2. The Parties declare that they have become familiar with its content before they have signed it and that it expresses their free will, which they confirm by affixing their signatures.

On behalf of the Leading Partner
…….
Given name and surname, position of person authorised to represent Leading Partner
…….
Place, date and signature

On behalf of the Partner
…….
Given name and surname, position of person authorised to represent Partner

…….
Place, date and signature
On behalf of the Partner
…….
Given name and surname, position of person authorised to represent Partner

…….
Place, date and signature

Guidelines for applicants. The Cieszyn Silesia Euroregion Micro-Projects Fund of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013. Enclosure no. 1.6, 3 March 2008.

The obligations of the Leading Partner and its Partners are specified in the Agreement on financial support for the project and in the Cooperation agreement specifying their mutual rights and obligations.

The Leading Partner Principle does not have to be applied obligatorily at the level of particular micro projects, i.e. projects submitted by final recipients within the scope of the Micro-Projects Fund[58].

2.2.4. The informal dimension of the cross-border partnership

Apart from formal requirements which partners are obliged to fulfil, what is very important in the development of the cross-border partnership is its informal dimension. From the point of view of a particular project, this dimension can have various forms and histories: some partnerships take many years to build and a joint project is their crowning element, while other relationships are relatively young and are initiated at the beginning of a joint undertaking. The informal dimension of partnership means mutual relations and ties among the members of a project team from both sides of the border. The character of these relations (outside the scope of all regulations resulting from the provisions of the guidelines for EU programmes, including cross-border ones) will determine if a project and related activities undertaken by a Polish-Czech team will be successful.

E. Wosik, T. Mrożek in *Partnership without Borders*[59] describe the most important qualities of partnership. As a matter of fact, they refer to partnerships related to projects receiving financial support under the Human Capital Operational Programme, but in view of their universal character, they can be also applied to cross-border cooperation projects.

Good will and enthusiasm are not enough for the establishment of partnership and is subsequent effective functioning. Each partnership arrangement can be characterised by some permanent features determining its correct functioning. There are many such features, e.g. the priority of partnership objectives over profit, voluntary participation, democratic control, social solidarity, mutual responsibility, social acceptance, durability, effectiveness. Partnership is a self-complementing process comprising learning and adjustment to changes; it is more than a simple sum of its particular elements. Among these features, three appear to be the most important: partners' equality with respect to one another, transparency and mutual advantages.

1. If partnership is to function properly, partners have to be equal. As partnership is voluntary, each of its participants can voice its opinions, propose its own solutions, make

[58] *Guidelines for applicants. The Cieszyn Silesia Euroregion Micro-Projects Fund of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013...,* p. 20.
[59] E. Wosik, T. Mrożek, *Partnership without Borders*..., pp. 14-16.

decisions as well as share risks and benefits. Therefore, it is so important to respect every single partner and take into consideration its possibilities and degree of involvement in all activities. It is also important to remember not to confuse the features of partnership with its natural element of having a leader (leadership). Another thing worth noticing is that equality does not imply the same rights. In partnership relations there are usually considerable differences with respect to power, resources and influence. The same rights are not the same as equality. The same rights mean that each partner has the same right to take part in decision making processes and its contributions, including financial ones, are equally important, but not equal.

2. Another fundamental principle of a well functioning partnership is transparency, i.e. mutual trust, openness, honesty, justice and disclosure of activities. In order to build mutual trust openness and transparency are necessary, but first of all honesty and justice in relations with others. Transparency strengthens partners' reliability as perceived by all entities interested in their activities.
3. While partners make their contributions to their partnership, they also want to acquire particular benefits. They should be helped in this respect. It should be remembered that partnership is a collection of entities who should be supported in acquiring individual benefits, because this constitutes an opportunity to maintain particular partners' commitment and consequently to ensure the durability of cooperation.

2.3. The selection of a partner in a cross-border project implemented in the Cieszyn Silesia Euroregion

A careful selection of partners is of primary importance because it contributes to the enhancement of the significance of the partnership approach, allows the establishment of effective relationships with potential partners already at the working level, facilitates the minimisation of particular risks, ensures the durability of partnership activities, creates opportunities for including project results in the main policy stream.

A good (cross-border) partner is one involved in a project's subject matter or possessing relevant knowledge and experience allowing for active participation in partnership; a good partner also needs to be reliable in view of the fact that cooperation can last from a few months up to two years. Therefore, before a cooperation agreement is signed, it is necessary to become very well familiar with a partner in order to determine if it is appropriate for a given project and why it is important[60]. Examples of reliable partnership institutions which have successfully executed cross-

[60] E. Wosik, T. Mrożek, *Partnership without Borders*, the Human Capital Operational Programme - the National Supporting Institution. The European Projects Centre…, pp. 16-17.

border projects receiving financial support from the Micro-Projects Fund of of the of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013 in the Cieszyn Silesia Euroregion are presented in table 26. Many of these institutions hold extensive experience in the execution of projects included in the previous programmes such as Phare CBC or Interreg IIIA.

Table 26. A specification of selected institutions which have executed cross-border projects receiving financial support from the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013 in the Cieszyn Silesia Euroregion.

Area of activity	Institution from Polish part of Cieszyn Silesia Euroregion	Institution from Czech part of Cieszyn Silesia Euroregion	Contact
culture	The Town Library in Cieszyn		www.biblioteka.cieszyn.pl
culture		Církevní středisko volného času sv. Jana Boska v Havířově	www.donboskohavirov.cz
culture		Ducatus Teschinensis	www.ducatus.cz
culture	The Centre of Culture "The National House"		www.domnarodowy.pl
culture	The Communal Centre of Culture, Sport and Tourism in Godów		www.gckgodow.pl
culture	The Communal Centre of Culture - the Public Library in Istebna		www.istebna.eu
culture	The Communal Centre of Culture in Goleszów		www.goleszow.pl
culture	The Communal Centre of Culture in Jasienica		www.gokjasienica.pl
culture	The Communal Centre of Culture in Zebrzydowice		www.gok.zebrzydowice.pl
culture		Koliba	www.koliba-os.cz
culture		The Congress of Poles	www.polonica.cz

		in the Czech Republic	
culture	The Cieszyn Book Centre		www.kc-cieszyn.pl
culture		Kulturního a společenského střediska „Střelnice“	www.kassct.cz
culture	The Cieszyn Mother Land		www.macierz.cieszyn.pl
culture		Městský dům kultury Karviná	www.medk.cz
culture		Městská knihovna Český Těšín	www.knihovnatesin.cz
culture	The Town Public Library in Jastrzębie-Zdrój		www.biblioteka.jastrzebie.pl
culture	The Town Culture House „Prażakówka”		www.mdk-ustron.ox.pl
culture	The Town Centre of Culture in Jastrzębie-Zdrój		www.mok.jastrzebie.pl
culture	The Town Centre of Culture in Skoczów		www.mck.skoczow.pl
culture	The Town and Communal Centre of Culture in Strumień		www.strumien.pl
culture	The Cieszyn Silesia Museum		www.muzeumcieszyn.pl
culture	Muzeum Těšínská		www.muzeumct.cz
culture	The Promotional Centre of Gmina Jaworze		www.opgj.pl
culture	The Polish Association of Culture and Education		www.pzko.cz
culture		Regionální knihovna Karviná	www.rkka.cz
culture		Slezská diakonie	www.slezskadiakonie.cz
culture	The Association of Culture and Sport "Anima Pro Activ"		www.animaproactiv.pl
culture	The Evangelical Association in Cieszyn		www.tecieszyn.pl
culture	The Band of the Songs and Dances of the Cieszyn Land		www.ziemia-cieszynska.pl

	Janina Marcinkowa		
sport		Dům dětí a mládeže Český Těšín	www.ddmtesin.cz
sport		HC AZ Havířov 2010	www.az-havirov.cz
sport	The Hockey Sports Club GKS Jastrzębie		www.jkh.pl
sport	Judo Club "Koka"		www.ippon.org.pl
sport	Sports Club"Shindo"		www.shindo.pl
sport	SK Slavia Orlová		www.sachyorlova.cz
sport	The Mountain Runs Association		www.gorskiebieganie.pl
sport	The Association for the Promotion and Development ofUstroń		www.spiru.teltom.com.pl
sport		Školní sportovní klub při ZŠ Mendelova	www.mendelova.cz
sport	The School Sports Club"Pionier"		www.pionierjastrzebie.com
tourism		Gorolské turistické informační centrum	www.gotic.cz
tourism		Regionální rada rozvoje a spolupráce v Trinci	www.regrada.cz
entrepreneurs hip	The Cieszyn Castle		www.zamekcieszyn.pl
education, schools and NGOs		The Pedagogical Centre for Polish National Education	www.pctesin.cz
education, schools and NGOs		Církevní základní škola a materská škola Trinec	www.czstrinec.cz
education, schools and NGOs		Institut EuroSchola	www.euroschola.cz

education, schools and NGOs	The Association for Ecology, Culture and Social Affairs"Serfenta"		www.serfenta.pl
education, schools and NGOs	The Mutual Help Association**"To Be Together"**		www.bycrazem.com
education, schools and NGOs	University of Silesia in Katowice, the Faculty of Etnology and Educational Sciences in Cieszyn		www.weinoe.us.edu.pl
education, schools and NGOs		Základní škola a mateřská škola Stanisława Hadyny s polským jazykem vyučovacím Bystřice	www.pspbystrice.cz
integrated crisis manage-ment		Nemocnice Třinec	www.nemtr.cz
local government		Magistrát města Havířova	www.havirov-city.cz
local government		Magistrát města Karviná	www.karvina.cz
local government		Městský úřad Bohumín	www.mesto-bohumin.cz
local government		Městský úřad Český Těšín	www.tesin.cz
local government		Městský úřad Jablunkov	www.jablunkov.cz
local government		Městský úřad Petřvald	www.petrvald.info
local government		Obecní úřad Bukovec	www.bukovec.cz
local government		Obecní úřad Bystřice	www.bystrice.cz
local government		Obecní úřad Hrádek	www.obechradek.cz
local government		Obecní úřad Komorní Lhotka	www.komorni-lhotka.cz
local government		Obecní úřad Nýdek	www.nydek.cz

local government		Obecní úřad Písek	www.obecpisek.cz
local government		Obecní úřad Vendryně	www.vendryne.cz
local government		Obecní úřad Petrovice u Karviné	www.petroviceuk.cz
local government		Obecní úřad Těrlicko	www.terlicko.cz
local government		Obecní úřad Třanovice	www.tranovice.cz
local government		Sdružení obcí povodí Stonávky	www.stonavka.cz
local government		Sdružení obcí Jablunkovska	www.jablunkovsko.cz
local government	The Starost Poviat Office in Cieszyn		www.powiatcieszyn.pl
local government	The Gmina Office in Brenna		www.brenna.org.pl
local government	The Gmina Office in Chybie		www.chybie.pl
local government	The Gmina Office in Godów		www.godow.pl
local government	The Gmina Office in Goleszów		www.goleszow.pl
local government	The Gmina Office in Hażlach		www.hazlach.pl
local government	The Gmina Office in Istebna		www.istebna.eu
local government	The Gmina Office in Jasienica		www.jasienica.pl
local government	The Gmina Office in Jaworze		www.jaworze.pl
local government	The Gmina Office in Strumień		www.strumien.pl
local government	The Gmina Office in Zebrzydowice		www.zebrzydowice.pl
local government	The Town Office in Cieszyn		www.cieszyn.pl

local government	The Town Office in Jastrzębie-Zdrój		www.jastrzebie.pl
local government	The Town Office in Skoczów		www.skoczow.pl
local government	The Town Office in Ustroń		www.ustron.pl
local government	The Town Office in Wisła		www.wisla.pl
the local government association (the Czech party to the Euroregion agreement)		Regionální sdružení územní spolupráce Těšínského Slezska	www.irsts.cz
the local government association (the Polish party to the Euroregion agreement)	The Association for the Regional Development and Cooperation "Olza"		www.olza.pl

Source: the author's own study based on the list of approved projects drawn up at the meetings of the Euroregional Steering Committee of the Micro-Projects Fund of the Cross-Border Cooperation Operational Programme for the Czech Republic and the Republic of Poland 2007-2013 in the Cieszyn Silesia Euroregion.

3. Planning a cross-border project

The phase of working up a project plan aims at drawing up a plan of work determining in detail tasks and interventions which should be done to achieve the defined project goals. A project plan is the main product of the phase. P. Charette, A. Mitchel, S. Mazur, E. McSweeney in Poradnik dla samorządów terytorialnych (the Guidebook for territorial governments) made a list of elements related to the phase of working up a project plan which is as follows[61]:

- involving people who will be implement the project in the preparation process,
- approval of the project manager as well as a line-up of the project implementation team,
- determining the expected project products precisely,
- making a list of interventions and related to them tasks (particular stages of the main interventions) necessary to implement the project – the range of the interventions should be expanded as far as it is essential to estimate time and costs precisely because a lot of details make the project management and control difficult,
- making a list of interventions/tasks which require paying special attention (in accordance with the phase of defining the project)
- setting the tasks in a logical order of realization – it is necessary to establish if particular tasks can be implemented at the same time or if they have to follow one after another and whether there is time relation between consecutive tasks (i.e. whether the beginning of a subsequent task depends on finishing the previous task),
- calculating time needed to end a particular intervention or task,
- assigning duties related to implementation of the tasks and reporting on finishing a particular intervention or task,
- appointing people responsible for monitoring and controlling a project plan implementation – control gives the knowledge of the actual state of a project implementation (the necessity of control increases together with the enlargement of the project i.e. its duration, labour force involvement, external means consumption, budget and risk factors; control is impossible without a work plan made for a particular project),
- determining kinds of expenditures necessary to carry out tasks in the project – human resources, financial reserves and others,
- adjusting the estimation of project costs through calculating costs of tasks included in the project plan,
- optimizing, as the need arises and wherever possible, the parameters of qualities/results,

[61] P. Charette, A. Mitchel, S. Mazur, E. McSweeney, *Zarządzanie projektem. Poradnik dla samorządów terytorialnych…, (Project Management. The Guidebook for territorial governments)…*,p. 20.

- analysis of the list of interventions and tasks in order to identify kinds of risk which can happen during the project implementation phase
- assessment of each kind of risk taking the probability of risk happening (low, medium, high) and the gravity of the situation if it happens (high, medium, low) into account, it is recommended to work out some preventive measures (counteracting) in order to lower the probability of risk happening. The preventive measures should included in the schedule of the sequence of the interventions/actions
- drawing up some contingency plans i.e. determining some interventions aiming at appropriate reaction to threats, if the taken preventive measures do not stop the risk from happening – it is also recommended to determine "the starting point" of each of the contingency plans i.e. an event causing automatically its implementation,
- making a list of indicators monitoring the progress of work in the project. It is necessary to co-operate with people who assess the project to provide data for assessment process,
- interpersonal communication is very important in the project management process – the better it is the less probability of departing the plan during monitoring and controlling the project implementation,
- making a list of any established principles and limitations which should be taken up as well as any open questions and unsolved problems,
- the above mentioned should be substantiated in the project plan which ought to be available to those who finance it and the key stakeholders.

During planning a cross-border project which will be implemented in the Polish-Czech border – in the Euroregion Śląsk Cieszyński-Těšínské Slezsko a cultural aspect (apart from the above mentioned elements) should be taken into consideration particularly mutual perception of representatives of both nationalities, making up one project team, from the angle of stereotypes[62]. This seemingly not very essential element is of a great significance for the cross-border management process.

[62] Stereotype is a mental social figment, retained by tradition, being an oversimplified view of the world (a social group, nationality or phenomenon). It is "a thought usually common among members of a particular social group, grounded on schematic and oversimplified perception of the reality (social and cultural phenomena or specific types of individuals) tinged judgemental, often relying on prejudices and incomplete knowledge". M. Bortliczek, *Językowo utrwalony stereotyp sąsiada* (*Linguistically strengthened stereotype of a neighbor)* [in:] ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy*. *Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study (Borderland - Neighbourhood - Stereotypes. An Example of Polish-Czech Relations Together with a French-German Case Study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza" (the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza")TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, p. 10.

3.1. Polish stereotype of a Czech – general perspective[63]

The stereotype of a Czech reinforced in Poland in the 19th century when Poles and Czechs used to live together under the same Habsburgian roof. The animosities had had their beginnings in an inflow of the emperor's officials to southern Poland since the first partition of Poland in 1772. Among them were many Czechs more or less Germanised. They started to create first modern administration structures. Polish noblemen, which had not become accustomed to regular paying tax, were indignant at incidence of taxes and being under the state control, which they had not known at all before – they manifested disdain for the strangers hiding their dread. In their eyes an official was a strange creature, a mixture of a servant and an invader. A pen-pusher having power.

It is not hard to explain why there were Czechs who arrived in great numbers in Galicia: they spoke German, they were familiar with clerical work and in addition they talked in very poor Polish. The authorities trusted them more than Poles who were the new ones in Austria. Obviously the officials, disturbing the eternal Polish order, were insulted and automatically the insulting epithets were extended to all Czechs. At first they were called "böhmaki" then "wencliczki". After publication of Jan Lam's novel *Fashionables of Buckville* (1869) a new epithet "precliczki" came into being. The epithet derived from the main character's surname – Wenzel Pretschlitschek – who became the embodiment of the most important traits of a Czech official in Galicia. The novel is set in a fictitious town in Eastern Galicia and it is a satire on ethnic relationships. The main character – the starost Wenzel Pretschlitschek- is a conformist and a fool. He shakes with fear of the authority, he persecutes his subordinates. He considers himself an Austrian, speaks German only but he throws in Czech words rarely Polish ones, the latter uses only when he talks to his wife and daughter – the effusive Polish patriots. He is hyperloyal to the superiors but when he took retirement and did not have to crawl to anybody, he started to manifest his Czech descent and independence of his views.

One of the main reasons for discord between Poles and Czechs was Pan-Slavism. Czechs idealized Russia during the whole 19th century and afterwards whereas Poles – quite the opposite. Pan-Slavism in the Czech state became the more popular the deeper they were disappointed at Vienna's policy on Prague. In Poland, especially in the annexed territory by Russia, the situation was completely different. Both Polish and Czech nationalities saw their historic chances of success in gaining independence but their calculations were opposing. Czechs wished for a defeat for

[63] A. Koch, *Polak, Czech – dwa bratanki (A Pole and a Czech - two brothers)* [in:] ed. T. Walas, *Narody i stereotypy (Nations and Stereotypes)*, Międzynarodowe Centrum Kultury (The International Culture Centre), Cracow 1995, pp. 43-46.

the Austro-Hungarian Empire whereas the leading military-political camp clustered around Józef Piłsudski counted on a defeat for Russia.

Large numbers of Czechs deserted from the Austrian army then they formed the Czechoslovakian legions in Russia. While Poles volunteered for Piłsudski's legions fighting alongside Austria. It strengthened the negative image of the neighbour.

After World War I the border was demarcated between Polish and Czech countries. Both sides gave historic or ethnic reasons for their territorial claims. The claims were mutually exclusive; the historic borders, especially in the Cieszyn Silesia, used to be moved many times during ages and generally they coincided with the ethnic ones and it was hard to define explicitly the nationality of the substantial part of the population. The series of bloody incidents and mutual serious accusations gives a completed picture of those years. Czechs used to associate their independence with the "insatiable" Poles; whereas Poles used to think about Czechs as "traitors". The history of the Czechoslovakian legions in Siberia, the source of Czech national pride, had been the subject of the fierce polemics between Polish and Czech journalisms until the beginning of World War II. Because in Russia some small and poorly armed Polish units fought alongside Czechs. The Polish units suffered serious losses in men during attacks made by Bolsheviks and they blamed Czechs for their "murderous slowness" during retreatment and even for their intention to elimination of the Polish units. Czechs of course gave Poles as good as they had got. The dispute dragged on for the 1920s and 1930s deepening the mutual divisions. The outbreak of World War II pushed it into the background but the poison did not vanish, it was not quite intentionally handed down from generation to generation.

3.2. The Polish image of a Czech – towards the stereotype occurring in Polish-Czech borderland in the Euroregion Śląsk Cieszyński-Těšínské Slezsko

As Z. Kłodnicki wrote: "... Polish-Czech borderland, within the borders of the Second Republic of Poland was reconnoitred by Jan Stanisław Bystroń who on the map showing among the others both parts of the Cieszyn Silesia marked *Silesian highlanders*, below he located the Wałasi tribe and further to the north – the Lendians tribe. Both tribes were to live on both sides of the Polish-Czech border. Whereas the localization of rarely occurring ethnonyms *Dolanie/Dolaki* and *Wasserpolacy* is rather unclear. Probably in those days the picture of the Polish-Czech borderland was not complete in Silesia. Let's see. *Silesians* bordered on "Czechs" from Polish side. The ethnonym also functioned in the Czech part of Cieszyn Silesia where Silesians also lived. In Stonava those dwellers who "renounced the possibility to name themselves Czechs or Poles because of historic experiences handed down from generation to generation as well as because of family history" called themselves *Silesians.* In the southern part of Silesia we could encounter some indistinct remains of the Lendians tribe and/or the tribe called Dolanie and a bit further in the

Beskidy mountains – Górale (Highlanders). Probably the name - *Gorole* is derived from the latter. All people who moved to Silesia from other parts of Poland are called *Gorole* by indigenous Silesians called *Hanysi*. Most people living in Silesia do not realize that they neighbour on Silesians, Czechs and Moravians. The formers are sometimes called *Zaolziacy* and the other are considered Czechs. They are Polish neighbours from the south and west. They live also in other parts of Poland but I pass over it. In the western part of Cieszyn Silesia Poles who live together with Czechs are often called *Zaolzianie or Zaolziacy* sharing the name with Czechs…"[64].

Some humorous myths explaining the genesis of both Poles and Czechs are good examples of that how sometimes Poles are perceived by Czechs and vice versa in the Polish-Czech borderland – in the Euroregion Śląsk Cieszyński[65]. The myths reflect the history of Cieszyn Silesia.

In Cieszyn there is a well-known story about it how "God moulded people on the Castle Hill and those well done threw on the Polish side and worse ones on the Czech side. So a Czech used to be someone worse than a Pole". The attitude to "Czechs" is also reflected in a grim joke – called five commandments of a Cieszynian : "1. Build a house. 2. Beget a son. 3. Plant a tree. 4. Kill a Czech. 5. Kick a squirrel". It is said that the incoming people ask the most often about why a Cieszynian should kick a squirrel. Czechs get their revenge on Poles tell such story "A Czech screwed a monkey and then throw it over the Olza river and *Cysarok* (a local name of a man inhabiting Cieszyn Silesia) was created this way"[66].

3.2.1. Names and nicknames of Czechs in the Polish-Czech borderland[67]

- Pepiki, Pepy, Pepole (the nicknames derive from a diminutive of "Joseph");
- Knedliki, Knedle, Knedliczki(the nicknames derive from potato dumplings and meatballs very popular in the Czech Republic);
- Marmeladziorze; (the nickname derives from mixed fruit preserve)
- Zaolziacy; (the nickname derives from the dwelling place – the land beyond the Olza river)
- Rochliki, Kabaciorze, Woły zza Wody, Hranolki, Hradczanie, Rochliki, Hawranki, Chramskie Kluki (the nicknames derive from different Czech words for example: from popular crescent

[64] Z. Kłodnicki, *„Czesi" – stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego ("The Czechs" - stereotype images, opinions and observations of the inhabitants of the Śląskie Voivodeship)* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study (Borderland - neighbourhood - stereotypes. The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza" (the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), RANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 32-34.

[65] Ibid, p. 35.

[66] Ibid, p. 35.

[67] Ibid, pp. 37-49.

rolls, French fries, boys as well as from a popular Czech surname – Havranek and the Castle District of the city of Prague).

3.2.2. Language

Table 27. The comparison of opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia about Czech language.

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• Czechs -*Pepiks are* „funny, their language makes Poles laugh"; • *Pepiks*, *Knedels*, *Marmeladziorzs* „are funny because of their language"; • "*Pepiks*' language is funny so are they"; • *Pepiks/Knedliks* are funny; • *Pepiks* are funny; • "We mock most Czech language" • *Pepiks, Pepas* [...] have a comical language"; • *Pepiks* "rustle"; • "*Pepik*, go to zachód!" ('zachód' means west in Polish but in Czech 'zachod' means a toilet).	• "It is said that *Pepiks* are funny and they talk like little children"; • "They are funny, speak funny"; • *Pepiks* "the funny nation with the funny language"; • *Pepiks* are "funny, amusing"; • "They are funny"; • It is said that their (*Pepiks'*) language is funny and amusing"; • "We mock the way they speak"; • "*Czechs, Pepiks* speak funny"; • "Jokes (about Czechs) are mainly on the language which sounds funny to Poles; • "Their language usually seems to be funny and that is why it is a subject of talks and jokes"; • "A Czech film – means nobody knows anything, no one understands anything"; • "*Pepiks* – it is said that Czechs are funny for instance a Czech comedy, a Czech film where nobody knows anything".

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes. The case of Polish-Czech relations with the French-German case study)*, the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza", TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 50-53.

3.2.3. Disposition and inclination to entertainment

Table 28. The comparison of opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia about Czechs' disposition and tendency to entertainment

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• "They enjoy their time during knees-ups with bands"; • "They are game for fun, they have the ability to make the most out of life"; • "They are cheerful, friendly, they like singing and making fun"; • "*Pepiks* are cheerful, (…) they spend a lot of time in pubs, bars etc."; • "*Pepiks, Marmeladziarzs* „the nation which is emancipated, outgoing (substances, night-clubs etc.)"; • "*Pepiks* are cheerful, interesting, there are lots of jokes on them"; • "They are jolly and have a sense of humor"; • *Pepiks* "have an absurd sense of humor".	• *Pepiks/Knedliks* "like singing"; • "They like dancing and having fun"; • "They are cheerful, nice and have gentle natures"; • "They like beer and they are jolly"; • "They are very cheerful people"; • "They are always happy and friendly"; • "They are famous for their love for fun • "They are cheerful and friendly people"; • *Pepik* are "cheerful, jolly, funny"; • It is a musical nation; • „The jolly nation, […] they have a specific sense of humor"; • *"Pepiks* have a strange sense of humor".

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes*. *The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza" (the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 53-56.

3.2.4. Appearance

Table 29. The comparison of opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia concerning the appearance (clothing, hairstyle) as Czech's traits

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• „A definition of a typical Czech – short hair on the sides and long at the back, a fringe cut at the eyebrows, strange walk but generally they are ok"; • "There are some Czechs who look like from the end of 1980s, the beginning of 1990s. Their hair is short in the front and long at the back. Sandals used to be the permanent part of their outfit. In 1980s tracksuits were their casual clothes. They wore jeans only on holidays and Sundays. Czechs do not attach much significance to their outfits"; • "They wear garish clothes, it seems to me that they do not attach any significance to their outfits, they often wear tracksuits when they come to the marketplace"; • "A fringe in the front and shoulder length hair at the back"; • "Their outfits are awful and their hairstyles are old-fashioned and strange"; • "Now (the end of 2011) Czech women are recognized by their more colourful hair than Polish women and Czech men have longer hair than Polish men"; • "The men's hairstyles are funny and the women's clothes are garish"; • "There are many jokes about *Pepiks/Knedels* and their outfits are ridiculed; • "Their clothes and hairstyles are careless"; • "Czech women have bad taste" • "Men wear long hair so called *the Czech hairstyle*"; • "Men wear specific haircuts, long hair at the back – it is the main reason for our laughing at them"; • "I associate *Pepiks* with the haircut called	• „The ladies usually have blond hair (bleached) and backcombed, the men have short hair, at the back long; • "Czechs are beer amateurs. » A Czech heavy metal fun « - a Czech with characteristic haircut"; • "The women are often associated with blonde women having a lot of make-up on"; • "*Pepiks* the funny nation, they do not have taste"; • *Pepiks* "are not handsome"; • "The men are not very handsome, they wear so called *carpet* – long hair and they have big bellies"; • "*Pepiks* (…) wear strange haircuts"; • "Their outfits are careless, their haircuts are strange"; • "Czech men are exceptionally scruffy"; • After work Czechs wear the characteristic tracksuit bottoms – teplaki"; • *Teplaki*, "after 5 p.m. they wear teplaki and stay home". They wear socks with sandals.

a Czech footballer"; • Ladies dress suggestively – thick, heavy make-ups and very distinctive clothes.	

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes. The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza"(the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 55-57.

3.2.5. Food and drink

Table 30. The comparison of opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia concerning the knedles (potato dumplings) and drinking beer as the Czech's traits stereotype.

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• Pepiks "have delicious knedels (potato dumplings)"; • "They used to like mixed fruit preserve very much. And during visits they used to say that they had the preserve, rochliki (crescent rolls) or czaj (tea) and due to it they are called by us *Marmoladziorze*"; • *Pepiks*, "like fat food, the potatoes, they serve, swim in fat"; • "They like beer and have a good brewery but their cuisine is not very tasty"; • "They drink more beer than Poles, they like beer with rum".	• *Knedliks*, "like eating knedels (potato dumplings)"; • *„Pepiks* eat knedels (potato dumplings) and they like French fries"; • *„Pepiks* make tasteless knedels (potato dumplings)"; • *„Pepiks* drink a lot of beer (...) I associate them with (...) knedels (potato dumplings)". "They eat knedels (potato dumplings) and have good beer"; • *„Pepiks* drink a lot of beer and like knedels"; • "They often laugh, like beer"; "Pepiks, Knedliks (...)drink a lot of beer"; • "They have good beer"; • "I have heard that they drink light beer and get drunk fast"; • "They drink a lot of beer"; • "We consider them beer admirers"; • "They are cheerful people, they like beer (poured very slow in the middle of the

	glass and the beer cannot slides down the side)"; • "Pepiks lead quiet lives, they drink a lot of beer (…)", "they like having fun and beer"; • "beer – the national pride".

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes*. *The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza"(the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 57-59.

3.2.6. Conformism and pacifism

Table 31. The comparison of opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia concerning conformism and pacifism as traits of a typical Czech.

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• "*Pepols, Pepiks* always know when it is time to turn the shirt inside out in order to adopt themselves to a new situation (during World War II, in communist times)"; • "They are faint-hearted"; • "It is said sometimes that they are cowards because during World War II they surrendered right away without fight; it is said that they always hold their hands up"; • "They are worse than we Poles, they are not honourable because they are not inclined to fight over their country"; • "A Czech is like a fox, he can worm his way into everywhere. Czechs were doing well during World War II and afterwards they were also doing quite well. Thanks to smarmy policy they always keep their heads above water, They are a little insincere";	• "They are cowards"; • "*Pepiks* are soft (...), weak patriots"; • „They are changeable in views (from history)"; • „They are as changeable as a weathercock"; they always turn to where the wind blows"; • "*Pepiks* are rather cowardly and undecided"; • "They have the balanced foreign policy and they do not became involved in international conflicts unnecessarily".

• "Knedels are a false nation"; • "The harmless, conciliatory nation which often do not treat itself seriously"; • "Once he was a Pole, once he was a Czech and then he was a German. Czechs used to be as changeable as a weathercock. They used to be disposed towards anybody. I feel an aversion to Czechs. They are germanised Slavs"; • "They are cowardly, scared, pliant, they yielded to the stronger, during World War II – to Germans and in communist times – to Russians and were doing well. (...) Their submissiveness towards the USSR (apart from some in 1968)was irritating. Thanks to it they did not suffer any losses during the invasion in 1968"; • "Czechs are double-faced, without the moral fibre, they easily change their views"; • "*Pepiks* often change their opinions".	

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes*. *The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza"(the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 59-61.

3.2.7. Religion

Table 32. The comparison of opinions and sayings of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia connected with the religious indifference as traits of Czechs.

Opinions and sayings of inhabitants of the Polish part of Cieszyn Silesia	Opinions and sayings of inhabitants of Upper Silesia
• „Behind each Czech the devil with a sack stands"; • „Do stu czechmónów!"(„Damn!"); • „Ej, ty czechmónie!" (Hey, you the devil);	• "They work on Sundays and holidays – building works, gardening i.e. mowing the lawn"; • "They are atheists";

• „Niech to czechman weźnie!";(“To hell with it!”) • „Toć czechmón!”. (“He is the devil!”). All the sayings are popular in all parts of Poland but there is the difference because in the above mention ones the word devil has been replaced by *czechmón* – an insulting nickname of a Czech.	• “They rarely believe in God”.

Source: the authors' study based on: Z. Kłodnicki, *„Czesi” – stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs” – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes*. *The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza”(the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza”), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 61-62.

3.2.8. Shopping

The opinions of inhabitants of the Polish part of Cieszyn Silesia concerning the Czechs who do shopping at the local marketplace:

- “They like doing shopping in Cieszyn but they want to buy the lowest-priced goods”;
- “They are avid buyers at the marketplace in Cieszyn”;
- “Concertina doors, wigs (bought by ladies), artificial Christmas trees, corn crisps and wickerwork are the most popular goods they buy”;
- “It is said that they buy cucumbers, Christmas trees formerly – doors and wickerwork. They are often associated with shopping at the marketplace in Cieszyn”;
- “Czechs buy mostly wickerwork, concertina doors and curtain rods at the marketplace in Cieszyn. They all the time use their pocket calculators converting zlotys into crowns that distinguish them from other buyers”;
- “They sell lots of shoes and handbags”.

3.2.9. The positive stereotype of a Czech in the borderlan

Table 33. The comparison of positive opinions of inhabitants of the Polish part of Cieszyn Silesia and Upper Silesia about Czechs.

Opinions of inhabitants of the Polish part of Cieszyn Silesia	Opinions of inhabitants of Upper Silesia
• "*Pepiks* are smarter than Poles"; • "They read the most books in Europe"; • They spend their free time actively, do sports, they are able to have fun, they are musical"; • "*Czech men and women* are more liberal than Poles"; • "They are very frank, outgoing" • "They are frank, outgoing, friendly"; • "They are frank, outgoing, nice and they lead quiet lives, they drink a lot of beer"; • "It is a calm nation, they like making fun (also of themselves)"; • "*Pepiks, Pepols* are nice and eccentric, they got the instinct of self-preservation"; • "Czechs are liked by Poles generally"; • "*Pepiks* are hospitable"; • "*Pepiks* are nice, kind, they speak funny language, they are playful and hearty by nature, they like good food, they are optimists".	• "They are rather sociable"; • "Czechs are always cheerful, friendly, they are patriots"; • „They are cool"; • „*Pepiks* are all right, they are polite, kind"; • „They are nice"; • „They are ok"; • "We like them because they have positive attitudes"; • "They are positive, tolerant, »love« sport and they are frank, outgoing"; • "The opinions about Czechs are good"; • "According to me *Pepiks* are decent people, they care about dogs and cats because there are not any strays on the streets"; • "The Czech sweets (chocolates) are good".

Source: the authors' study based on: Z. Kłodnicki, *„Czesi"- stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego („The Czechs" – stereotyped images, opinions and observations of the inhabitants of the Śląskie Voivodeship]* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study(Borderland-neighbourhood-stereotypes*. *The case of Polish-Czech relations with the French-German case study)*, Akademia Nauk Oddział w Katowicach/Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza", (the Katowice Branch of the Polish Academy of Sciences/ Association of Development and Regional Co-operation „Olza"), TRANSCARPATHICA, vol. I, ed. I, Cieszyn-Katowice, 2012, pp. 61-62.

3.3. Czech stereotype of a Pole – general perspective[68]

Concerning the portrait of a Pole in a Czech's eyes, according A. Koch there is not one stereotype but at least two. The first one concerns a Pole which is a romantic being in conflict with the world all alone, a knight fighting for the honour and God, a true adventurer riding a horse with an unsheathed sabre. Lately the portrait has included an indomitable dissident and a "Solidarity" activist opposing the communist totalitarianism.
It is not an ideal character – bears the mark of nationalism, characterized by boasting, acts through blindness instead of being guided by the common sense – but in actual fact it is positive.

Another picture of a Pole in a Czech's eyes depicts a trader, a thief or "a black-market money changer", so the stereotype unquestionably negative.

There are other marginal, "factional" or "professional" stereotypes. For instance the Czech priest and psychologist Tomáš Halík mentioned about one of them during a meeting with the publishers of "Polityka" the Polish weekly magazine in Prague. When he talked about the stereotype of a Polish catholic he remembered his astonishment when he was once in the Polish church full of loudly praying people and kneeling women. Unexpectedly he noticed a young Dominican wearing a habit and holding a pipe who stood in the rear part of the church behind the table full of illegally published leaflets, papers and books and he passionately discussed on intellectual and philosophical subjects. The sight differed so much from Tomáš Halík's notion about a Polish catholic that it broke his (false) stereotype. .

So the stereotype of a Pole in a Czech's eyes is not homogeneous but as a rule dual. It is connected with "open scissors" phenomenon in Polish culture and with a startling difference between Polish names "lord" and "peasant". The situation was different in Bohemia where in 16th century it was established by law that peasants were banned from wearing the same clothes like the nobles – taking the fact into consideration it can be supposed that the similarity between both social classes was so close that the ban was to be the way to stop it. In fact the society gradually became more and more democratic and the differences between the social classes lifestyles vanished. In Poland the differences were too obvious.

The two stereotypes - both a positive and a negative ones have the roots in history or real world. The latter one, unfavourable, comes mainly from the oversimplified picture made by the common people during their everyday lives. They have less possibilities to meet the outstanding Polish intellectualists, artists, writers, philosophers; on the other hand they quite

[68] A. Koch, *Polak, Czech – dwa bratanki (A Pole and a Czech - two brothers)* [in:] ed. T. Walas, *Narody i stereotypy (Nations and Stereotypes)*, Międzynarodowe Centrum Kultury (The International Culture Centre), Cracow 1995, pp. 43-46.

often see drunk gastarbeiters selling on the streets or selling or buying pseudo tourists. Until recently there were also "black-market money changers". Because they all are Poles so they contribute to strengthen the oversimplified and primitive portrait of Poles. It is true that recently the number of the people has decreased but the picture has remained so the stereotype of such kind can live in people's consciousness longer than in the reality which it has derived from.

The former portrait – the stereotype of a knight, an insurgent and a fighter toppling a regime – has been created both by history and literature and art over two centuries. Despite the fact that Slavs' attitudes to imperialistic Russia were diversified both Polish uprisings in 1830 and 1863 have many supporters in Bohemia. In 1830 both the younger generation leaded by Čelakovski and Šafářík and people gathered around Mách supported Poles what caused the first crisis of "Slavism". The January uprising in 1863 was analogically supported – almost all Czech press sided with Poles, they organized collections of money; in Prague a secret committee for helping the insurgents was set up, even Czech volunteers marched to Poland, arms and soldiers' kits were supplied. Nevertheless the wave of liking for Poles went down when the uprising was put down. Especially after 1867 when the Austro-Hungarian Compromise established the dual monarchy of Austria-Hungary Czechs again pinned their hopes on Russia.

However, while Poles reproached Czechs for their liking for Russia, Czechs blamed Poles for their excessive loyalty to Habsburg dynasty as well as submissiveness expressed in the Vienna parliament especially after 1879 under the rule of Edward von Taaffe, when Polish deputies from Galicia used to torpedo moves of the Czech parliamentary club. The mutual aversion hit many social spheres.

Despite everything, both nations used to get to know each other through literature and art and they strived after the mutual reconciliation. Józef Ignacy Kraszewski was very popular in the Czech state – J.K. Tyl said about him: "We do not regard Kraszewski as a foreign writer but as our own one, because the spirit which revive his work is much more lucid for Czech readers than for any other nation".

Afterwards Henryk Sienkiewicz was equally appreciated and perhaps even more. His *Trilogy* was translated and published many times ("With fire and sword" – 16 times, "The Deluge" – 11 times and "Colonel Wolodylowski" – 12 times) likewise "Knights of the Teutonic Order" and "In Desert and Wilderness" (13 editions). The novels were the sources of the Czech stereotype of a brave, chivalrous Pole who loves his country and is guided by the honour. The Polish plays were also successful: forty of them were translated in 1980s while at the same time only nine Russian and three South Slovakian plays were translated into Czech. At least „Divadelní listy" provided that. Poles also perceived Czechs stereotypically. They assumed that changing Czechs' mentality and hearts would have been the best way to improve the mutual relationships.

It was not too fair. The works of Polish Romantics were appreciated and translated not only by professionals but even by the outstanding Czechs poets - J.V. Sládek translated *Konrad Wallenrod*

and the “prince of poets” Jaroslav Vrchlický translated *Dziady*. Vrchlický even dedicated three original sonnets titled: *Mickiewicz*, *Słowacki and Krasiński*, the poems: *For friends in Paris* and *Polish graves in Montrmartre cemetery* to Polish Romantics as well as both his work *Co život dal* and the poem *Twardowski* to Bohdan Zaleski.

But not all Polish characters in Czech literature were always so distinctly positive. The Poles in Jaroslav Hašek’s novel titled *The Good Soldier Švejk* are not the exponents of either Polish nobility or the patriotism. It is clearly expressed that they are different from the Poles’ image which they could accept. After all nobody expected popularization of some positive stereotypes of Poles from the author of *Švejk* considering that he himself is a stereotype of a Czech, a controversial character accepted by some and inveterately criticized by others. So in the novel the „latrinengeneral” who is a Pole, carries out some field inspections and believes that regularly served dinners, using lavatories and morning reveilles can ensure the victory for the Austrian soldiers. Another Polish character in the novel is the Pole from Kołomyja who causes panic incorrectly pronouncing a password “kafe” instead of the correct one “Kappe”; he is a poor country gentleman, the owner of a dubious house where Švejk has looked for the lieutenant Duba. There are others like the crafty judge; the mean priest and the Jewish trader selling an emaciated cow in the Galician village “Liskowice”; the “ Imperial-Royal rascal” belonging to the opposition source from Przemyśl, the headmaster who has denounced a Greek Catholic priest because of “his citizenship, the arguments over the religious subjects and … a hen” ant the rest. In the novel there is another source of humour – Polish language, close to Czech but different, after all. It is often used incorrectly in Hašek’s novel (for example: “more shit you will?” – the general is asking Švejk in Polish). Quite often Polish appears to be funny for Czechs who do not know it similarly like Czech sounds to Poles. So it has become the source of many language jokes which have been told charmingly the other side – for instance as twisted commands or stratagems causing lots of misunderstandings.

The ambiguous portrait of Poles can be also found in Jan Pelc’s novel titled *…a bude hůř (… it will be worse…)* published in 1985 which has been set into the index of the books proscribed by the Catholic Church what gave rise to a great deal of discussion on the gloomy features of totalitarianism in 1970s and 1980s. The Poles appear in two episodes. I the first one they are depicted as gastarbeiters working in Kadan (in the novel – Adan) in the northern part of the Czech Republic, they are black-market money changers and thugs attacking Czech children. In another episode in the early 1980s they are refugees in the refugee camp in Austria. The Poles form a tight group making the background for the main character – they cause that he perceives Poland differently. They talk about faithfulness and freedom, about the Polish pope, about Lech Wałęsa and “Solidarity”. But on the other side they still make deals, exploit their helpless and penniless countrymen, they drink and fight. It can be assumed that the both stereotypes of Poles make up a more realistic but still gloomy portrait.

The contemporary Czech press of 1990s did not present the portrait of a Pole in a favourable light. It does not mean that it had a anti-Polish attitude. There were same favourable articles about Polish politics, culture and art. But the prime minister Hanna Suchocka, the president Lech Wałęsa, Tadeusz Konwicki or Czesław Miłosz were always treated as political or literary individuals not just Poles. On the other hand in the situation where an unknown Mr. K. has stolen a car and other has mugged or robbed clients in the department store – the papers have informed about "some Pole". For seven months I have read attentively „Lidové noviny" and „MF Dnes". The headlines in the reliable newspapers have informed us that: "A Polish driver attacked a Czech customs officer" („MF Dnes, 3.4.1993, the front page). Another article has begun with the words "Three Poles are suspected of plundering the tombs in the cemetery near Trutnov", or we have been informed that "The gangs of gypsies, Romanians, Bulgarians and Poles rob Krone warehouses".

When the abortion was banned in Poland and the information was spread in the Czech local press the possible consequences of it situation caused panic in hospitals situated near the border. Such news harmonize with the reality of some personal experiences or some second-hand news. All together make a negative portrait of Poles in Czechs' awareness.

3.3.1. Czech image of a Pole - towards the stereotype occurring in the Polish-Czech borderland, in the Cieszyn Silesia Euroregion, as exemplified by the opinions of the inhabitants of Czech Cieszyn (Český Těšín) about Poles[69]

- "There are many family connections. Only the immigrants (…) are the strangers";
- "Czechs are Czechs. They belong to the different ethnic group. Their mentality is different even here – near the border in Cieszyn";
- "before 1989 when the border was closed and the contacts were occasional it was easier to recognize *a Pole*. Among some characteristics mentioned by a few respondents concerning Poles' appearances there were beards, moustaches worn by Polish men as well as berets and hats";
- "Before Polish women used to wear berets and they were recognized by the headgears. Now it is impossible";

[69] Z. Kłodnicki, *„Czesi" – stereotypowe obrazy, opinie i obserwacje mieszkańców województwa śląskiego ("The Czechs" - stereotype images, opinions and observations of the inhabitants of the Śląskie Voivodeship)* [in:]. ed.: A. Kasperek, *Pogranicze-sąsiedztwo-stereotypy. Przypadek polsko-czeskich relacji wraz z francusko-niemieckim case study (Borderland - neighbourhood - stereotypes. The case of Polish-Czech relations with the French-German case study)…*, pp. 67-68.

- “Poles used to wear berets and sheepskin coats as well. And we used to recognize them by the clothes 20 years ago because then even Polish men wore berets. But now they are not so distinctive. The women wear elegant clothes. Polish schoolchildren used to wear uniforms”;
- “Poles dress tastefully. Polish women wear beautiful clothes. (…) I always recognize a Pole but I do not how. The difference is not so big”;
- “From 10 metres I know if it is a Pole or a Czech (…) I am 80 percent certain of that”;
- “Poles are shorter, they were moustaches and hair combed to the side; they used to carry some bottles in bags which clinked characteristically (...). Now I can recognize them”;
- “Ye I recognize a Pole he has a moustache, a short one, he is tousle-haired”;
- “You (Poles) wear colours which here (in the Czech Republic) are not worn like: black, beige, sand-coloured, green, brown, olive green (...). We like red, blue, yellow colours. You prefer more quiet ones”;
- “You (Poles) know how to have fun (...) You are outgoing (...) Czechs are so shy, quiet (...) Czechs are so self-conscious, bashful and sparing with their words. Poles are better because they are not shy as we”;
- “They are more cheerful and sociable than we are more eager for fun. Poles are hospitable in my opinion. It is more cheerful nation than we are”.

4. The implementation of a cross-border project

In the implementation stage actual works on the project are carried out. The means planned are used to perform the activities and tasks specified at a planning stage. During the project implementation stage particular attention should be paid to the following actions[70]:

- monitoring the progress of works related to the project plan throughout its realization period;
- undertaking control activities aiming at maintaining the project within the time, cost and quality/result frames assumed;
- identifying and clarifying all deviations from the project plan;
- writing out descriptions of the decisions or activities required for maintaining the compliance of the project with the plan, including all necessary changes and corrections to the plan;
- solving problems on a current basis;
- testing products from the perspective of performance of the project goals assumed – introducing corrections;
- eliminating inaccuracies;
- returning the project products;
- conferring responsibility for the use of the products on its users/owners;
- obtaining a written acceptance of the products from a target user or persons or institutions financing the project.

From the point of view of the cross-border project, which will be carried out on the Polish-Czech borderland – in the Cieszyn Silesia Euroregion, a number of other aspects should be taken into consideration which, apart from the above-listed actions, are of significance at this stage of the project management. First of all, they should include the characteristic features of the Polish and Czech national cultures, their influence on organizations and linked with that the way of management. Awareness and understanding of similarities and differences in context, power distance, approach to individual or team work or the degree of avoiding uncertainty in one and the other culture is the key to carrying out the project not only in compliance with the indices planned but also in the atmosphere of transparency and respect of the other party.

[70] P. Charette, A. Mitchel, S. Mazur, E. McSweeney, *Zarządzanie projektem. Poradnik dla samorządów terytorialnych*… (Project Management. *(Project management. The Guidebook for territorial governments..)*, p. 20.

4.1. The Polish national culture in E.T. Hall's, G. Hofstede's and R.R. Gestland's typology – selected aspects

In E.T. Hall's typology, context is, among others, a differentiating factor of cultures. Taking into account the context criterion, i.e. 'the term which means information surrounding a given event, is inextricably connected with the meaning of this event', cultures can be divided into high-context and low-context ones. Hence in high-context cultures the information passed directly is limited because the addresser assumes that the addressee possesses the knowledge required for a correct understanding of the message content. Whereas in low-context cultures, in order that a communication may be understood correctly, all information required must be included in it. From the point of view of cross-cultural communication, in order to pass a communication in a high-context culture, a lower number of words is used, but at the same time allusions, implied meanings, symbols and indirect communications are of great significance. In a low-context culture, all communication details must be explained and discussed. The high-context cultures also have the following characteristic features:

- separating one's folks from strangers;
- higher expectations towards fellow human beings;
- high responsibility of the persons holding managerial positions for their subordinates (particularly significant in the context of leadership in a cross-cultural environment);
- 'saving face' understood as complying with the rules binding in a given group; 'losing face' by an individual is means discredit of the whole group;
- a big role of intuition in the process of communicaton.

Other characteristic features of the low-context cultures are as follows:

- individuality of expressing features (individuals left stranded and responsible for themselves);
- lack of the 'saving face' concept;
- equivalence of words and gestures in the process of communicating[69].

In the light of high- and low-context typology, Poles are placed among the nations of an intermediate character. A general characteristics of the cultural features of Poles in relation to the above-mentioned typology is described by the following features[71]:

- cultural contents are written both in a group and individual persons customs;

[71] M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych* (Intercultural communication in multinational military units), Wrocław 2012, pp. 76-76.

- collectivism adequate for the high-context cultures is mixed with individualism occurring in the low-context cultures;
- communication is based on intuition and expression, which defines the high-context cultures;
- a sense of honour is an individual matter of a social individual, which defines the low-context cultures;
- communication style is rather adequate for the high-context cultures, that is conciliatory, feelings-oriented;
- indirect way of communication;
- indirect act of speech;
- non-verbal act: open, individualistic, contextual and indirectly expressive.

The characteristcs of the Polish culture in relation to G. Hofstede's typology of four dimensions should be considered in a similar way. Hence, considering Poles in the context of the distance towards power, we conclude that Poles represent the features adequate for intermediate cultures, although there are some that describe the power distance from a perspective of a high or low level (Table 34).

Table 34. Characteristics of the cultural features of Poles in relation to the power distance.

High level of power distance	Low level of power distance
• acceptance of inequality in the use of power and privileges resulting from it; • recognition of power as a significant element of social life; • a relatively low level of trust between co-workers; • common acceptance of a clear border between a superior and a subordinate; • predominance of authoritative styles of organization management; • treating hierarchy as a natural social order; • acceptance of co-dependence of social individuals.	• recognition of power as a legal measure to influence society; • respecting money as a source of prosperity and success; • tendency to level out economic inequality; • lack of a sense of insecurity of people at various levels of hierarchy in spite of clear differences between them.

Source: M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych* (Intercultural Communication in Multinational Military Units), Wrocław 2012, p. 77.

In the light of classification based on collectivism and individualism, Poles are describes by cultural features of an intermediate character. On one hand we notice many aspects of collectivistic cultures, adequate for the old system, and on the other hand there appear trends characteristic

for individualistic cultures. Referring to the dynamics of the changes taking place in Poland connected with transition to a new social and political order, we observe that more and more features of the individualistic cultures describe the social and cultural reality of Polish people, especially of the young generation [70] (Table 35).

Table 35. Characteristics of the cultural features of Poles in relations to collectivism and individualism.

Collectivism	Individualism
• identity is defined by a social system; • emotionality of an individual depends on an organization or institution; • involvement in the life of an organization is appreciated; • affiliation to an organization is a basis of a group identity formation; • friendships are defined by stable social relationships.	• an individual and his interests have priority before before group interests; • an individual success is more important than a group success; • a social individual's and his family's own good is most important; • a social individual is left only on his own; • advocating all kind of freedom and freedom of choice; • one's own convictions create individual decisions; • privacy is valued;; • a sense of one's identity is based on individual convictions; • basic components of social life are: autonomy, diversity , individual pleasures and financial security; • universalism of ethic and legal norms is common; • social life and friendships solely result from a social individual's will.

Source: M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych* (Intercultural Communication in Multinational Military Units), Wrocław 2012, p. 77.

A consequence of the analysis of the cultural features of Poles in the light of the typology of four dimensions is an attempt to classify them in the categories of male and feminine features. Referring to this criterion, we come to the conclusion that it is described by the featurs of some degree of universalism. Poles considered as a cultural group represent rather the culture of male features, although in recent years there can be observed a trend of taking over by women the social roles which had been reserved for men until recently. Apart from such areas as business and politics, uniformed services are a good example of such situation, especially the army, in the structure of which about 1% of women, in relation to all professional soldiers, serve in the

armed forces. Hence, it should be assumed that presently, a gradual change of the social order is taking place in Poland, the effect of which is disappearance of male features in Polish society. These changes have their cognitive sources in a few areas. One of them is departure from a traditional model of society to modernity. In traditional societies there is a clear division of roles between a woman and a man, which results from cultural features of those societies and learnt behaviour resulting from biological differences between them[72].

According to Roland Inglehart and Pippa Norris, *(…) where traditional values prevail, women are limited not only by society – they themselves, of their own choice, limit their opportunities*[73]. Authors claim at the same time that only the cultural change is not enough for sex egalitarisation; however, to a large extent, it allows to depart from the canons of tradition in which a woman performs housework and a man works to suport his family. One of the factors which had influence on the changes in this model is just economic reality of the free market economy, in which it is not possible to support a family relying solely on a man's work. Therefore, women naturally took over many roles assigned to men in traditional societies. This is especially true of the societies that underwent political transformation, such as Poland and other countries of Middle-East Europe. Generally, Poles are described by the features from both typologies (Table 36).

The last criterion of the Polish culture evaluation is the level of avoiding uncertainty, i.e. the level of insecurity experienced by the members of a given culture in the face of new, unknown or uncertain situations. This criterion assigns Poland to the group of nations of a low level of avoiding uncertainty, although there are also some features that place Poles among the cultures revealing the features of the cultures of a high level of avoiding uncertainty (Table 37)[74].

Table 36. Characteristics of the cultural features of Poles in relation to their male and feminine features.

Male features	Feminine features
• dominance of the cult of labour as the basic value of existence; • the function of work is success and the function of success is money; • recognition of independence; • ambitions are the motor of activities.	• assuming educational functions by men; • clear stress on equalitybetween the sexes; • appreciation of the quality of life; • respect for natural environment; • vocation is motivation for work.

[72] M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych*… (Intercultural Communication in Multinational Military Units…), p. 78.

[73] R. Inglehart, P. Norris, *Wzbierająca fala. Równouprawnienie płci a zmiana kulturowa na świecie* (Rising tide. Gender equality and cultural change around the world), PIW, Warsaw 2009, p. 17.

[74] Ibid, pp. 78-79

Source: M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych* (Intercultural Communication in Multinational Military Units), Wrocław 2012, p. 79.

Table 37. Characteristics of the cultural features of Poles in relation to the level of avoiding uncertainty.

High level of avoiding uncertainty	Low level of avoiding uncertainty
• low level of tolerance; • distress about the future; • being driven by emotions; • relatively low level of being prone to taking risk; • avoiding conflicts and competitiveness	• clear consent to the existing social order; • getting used to changeability; • moderate respect for work; • lack of acceptance for aggressive behaviour; • spontaneity in acting; • respect for authority.

Source: M. Bodziany, *Komunikacja międzykulturowa w wielonarodowych jednostkach wojskowych* (Intercultural Communication in Multinational Military Units), Wrocław 2012, p. 79.

In his concpt of the approach to cross-cultural differences in international business R.R Gesteland suggests classification of the national cultures according to the following four criteria:

- attitude to the partner and the way of conducting business with him. Propartner versus protransaction cultures,
- approach to conventions, social status, hierarchy, norms, rules and the ways of showing respect. Ceremonial versus non-ceremonial cultures,
- attitude to time, puctuality and time schedules. Monochronic versus polychronic cultures,
- the way of communicating. Expressive versus reserved cultures.

Representatives of propartner cultures are unfavourably disposed to do business with strangers. The first contact is usually made indirectly, during exhibitions, international fairs, trade missions. In order to make a contact an introducing person is required, who would recommend a company. Before starting actual negotiations and discussing issues connected with a contract or an agreement, a lot of time is spent on creating the atmosphere of mutual trust, as interpersonal contacts are considered to be the most important in propartner cultures. During discussions, it is recommended to avoid conflict situations and not to show emotions, especially negative ones, to save face and to maintain harmony between the meeting participants. Special attention should be drawn to hierarchy and social status and behaviour should be adjusted to the interlocutor's position. The representatives of such cultures use language ambiguously, making sure that none of the participants of the communication event is resentful, offended or treated with disrespect. In the event of the occurrence of possible conflicts or controversial situations, they are solved based on prior oral agreements and not on a written contract. Gesteland opposes propartner cultures to protransaction cultures, in which interests are discussed directly and openly regardless of the

degree of the intimate relationship with a partner. Usually the first contact is made directly. All kinds of business talks are held without a prior close acquaintance with a potential client. A direct, clear and little context way of using language is appreciated. Furthermore, all kinds of conflicts are solved, including written agreements and contracts. The Polish culture belongs to moderately protransaction cultures.

The most important features of ceremonial cultures are hierarchy, in which differences in the social and professional status are reflected. A strong emphasis is put on showing respect to partners with higher social status through various kinds of rituals, customs and the way of addressing them. It is normal to address people higher in hierarchy using official titles. Contrary to such behavior, in non-ceremonial cultures major differences in the social and professional status and showing position resulting from the social hierarchy cause embarrassment and negative emotions. Minor differences are accepted and egalitarianism is the most treasured valued. In this respect, the Polish culture can be included in the group of ceremonial cultures.

Another criterion of division distinguished by Gestland is the approach to time and deadlines. Polychronic cultures are characteristic of a quite free and relaxed approacg to punctuality, set dates and time schedules. Moreover, they often perceive their partners from monochronic cultures as haughty pedants who are slaves of the deadlines set. However, in mnochronic cultures punctuality, set dates and deadlines are very important and failing to keep them is inadmissible. Therefore, unpunctual representatives of polychromic cultures are treated as lazy, undisciplined and impolite. Poland has been included in the group of cultures moderately monochromic.

The fourth dimension suggested by Gestland refers to differences in the level of expressiveness cross-cultural business contacts. In the process of communication not only words but also all paraverbal and non-verbal behaviours are significant: loudness, the tone of speech, the meaning of silence, interpersonal distance, touching one another, intensity of the eye contact, the way of greeting. Representatives of reserved cultures maintain quite a large spatial distance during a conversation and touching is limited to handshakes. They also avoid a long and intensive eye contact. Also the number of gestures and facial mimics are limited, negotiators speak in a low voice and silence is not embarrassing to them. However, representatives of expressive cultures are characteristic of vivid gestures and facial mimics, maintaining a relatively short spatial distance, frequent touch contact and direct and long-lasting eye contact indicating sincerity of intentions and vidid interest in conversation. In this respect Poland can be included in the cultures of a varied expressiveness[75].

[75] J. Furmanek, *Kulturowe uwarunkowania przywództwa w międzynarodowych przedsiębiorstwach branży motoryzacyjnej w Polsce*… (Cultural Conditions of Leadership in International Motor Enterprises in Poland), pp. 60-64.

4.2. The influence of Polish culture on organizations[76]

In the light of research Polish organizational culture is characteristic of collectiveness, equality and a high tolerance of uncertainty. Old-time Polish organizations such as patriarchal, multi-level families, constituted hierarchical communities in which, while solving uncommon problems, it was possible to refer to a managing authority (the patriarch of a family) omitting a classical hierarchy. Nowadays, we can observe a drainage of authority and egalitarianism in organizatons.

Polish organizational culture shows the highest index of collectiveness. Searching for the reasons of this orientation occurrence can be based on the hypothesis that collectiveness was a reflection of the mentality of Poles – a nation without a state. Lacking state and citizen structures with which Polish people would like to identify, social identification of individuals focused on the level of a family. Therefore, Polish collectiveness reveals in familism. The identification of individuals also takes place at the level of the whole nation, however at the 'middle' level of social structures, which include organizations, is weak.

Also post-war years could strengthen collectiveness. The protest of society against the authority was based o national and class solidarity. Obviously, the hypotheses of this kind are only suppositions which are equally difficult to prove as to refute empirically.

In many organizations familinism, which can even lead to nepotism, prevails. Most probably this results from a cultural significance of a family, which assigns to itself individuals. In Polish organizations collectiveness often manifests itself in employees' identification rather with a definite group within an organization than with the whole organization. Strong subcultures and countercultures come to existence which reflect conflicts between various interest groups. This is connected with widespread attitudes of collective solidarity which, for example, in big state enterprises lead to strengthening the power of trade unions. Collectiveness also manifests itself in employees' convictions that individual motives in organizations lead only to winning private interests. Management often consists in exerting influence on group decisions and interests. Many a time, interpersonal relationships in organizations prevail on achieving economic and market goals. Strong groups of interest come into existence in organizations. Decisions concerning employment and advancement may depend on the group membership of the employees. This strengthens the significance of personal connections and can cause coterie. Collectiveness can also manifest itself in trying to avoid conflicts and presenting outside an apparent unanimity ('you should not wash your dirty laundry outside your home'). Collectiveness is connected with the propartner attitude, which means that before you start cooperation it is important to win a mutual trust of your partners.

[76] Ł. Sułkowski, *Kulturowa zmienność organizacji* (Cultural changeability of organizations), Polskie Wydawnictwo Ekonomiczne(Polish Economic Publishing House), Warsaw 2002, pp. 125-133.

In Polish organizations, individualistic techniques of management are not accepted. The effectiveness of MBO techniques or individual rewarding may be limited by group interests or personal relationships, for example, managers, under pressure of team members, will not differentiate bonuses depending on productiveness. For many employees financial goals or a professional success are not a priority, and they put higher family values and social prestige. Professional life is strongly interrelated with private life. Private life is often dominated by a group. An opinion of an individual depends to a large extent on the interest group to which the employees belong ('the point of view depends on the point of a seat'). The ideologies of social or professional solidarity usually prevail on the ideologies of a freedom of an individual. Employees are convinced that the state should guarantee them 'suitable' working conditions. It can be assumed that Polish hospitality is also connected with collectiveness and is reflected in the organizational culture.

In Polish organizations prevails the orientation of equality. It is likely that the last 50 years caused a transition from a moderate hierarchism to the orientation of equality. This thesis can be confirmed by a positive correlation of the level of hierarchism with the respondent's age. It may be the effect of the Polish People's Republic's propaganda, which contributed to levelling of the statute and class differences. The socialist 'levelling' left its impress on the organizational culture. Also a strong position of workers in a socialist enterprise contributed to the strengthening of the equality orientation.

The expression of the equality orientation is, for example, the conviction of the employees on their right to participate in the structure of ownership, and sometimes even claims related to co-management of the organization. Trade union syndicalism also thrives on the ground of the equality ideology. Privatization and changes in the ownership structure meet the employees' resistance. The combination of wealth and power seems suspicious. Poles often claim that a free market is necessary due to economic reasons but the state should ensure 'social justice'. Social lack of consent to large disproportions in remunerations of various professional groups is common. At the level of the whole society, pressure is put on maintaining a high redistribution of income, e.g. through the development of a progressive income tax system. The attitude to authority in the organizational culture which is dominant in Poland is ambivalent. On one hand there can be observed submission to a strong authority, but on the other hand distrust, distance, sometimes elements of criticism and even passive resistance. Polish authoritarianism is connected with submission and avoiding expressing objections towards the opinions of superiors. It may be getting closer to paternalism; however, it usually remains distant from the despotic style. After all, managers often use participation styles, rather preferring, however cooperation with a trustworthy circle of the management staff. In the structure of the authorities of Polish organizations a traditional division into 'we' and 'they' is maintained – employees and authorities.

Breaking communication between these two antagonized groups threatens with the growth of dissatisfaction and its outbreak.

Formalism is strong in Polish organizations, which manifests itself rather in formalization of the roles than rules. The patterns of showing respect to authorities are often formalized and usually assume a ceremonial form. Interpersonal relationships in an organization are characterized by two forms of ceremoniousness: official formalism and ceremonial exuberance. Official formalism is dominant during the first meetings and is connected with showing respect in hierarchical relations. It is manifested for example in the use of titles. Ceremonial exuberance is connected with ostentatious showing intimacy with influential people in public situations. In the Polish organizational culture there is no trend towards formalization of all aspects of the organizational life through creating developed organizational rules and procedures.

The equality orientation characteristic for the organizational culture prevailing in Poland is not identical with the assumed ideal model. On one hand the equality orientation prevails in the employees' awareness, on the other hand, however, formalization and authoritarianism prevail in Polish organizations, which should promote rather hierarchism than equality.

As research results show, Polish organizations are distinguishable by a more than average level of uncertainty tolerance. It is equally difficult to trace the reasons for the occurrence of this orientation as the sources of the collective or equality orientations. Maybe also in this place it is worth reaching to the Polish history, the instability of which made the creation of a long-term organizational strategy impossible and promoted a flexible initiative. The employees of Polish organizations consider uncertainty and changes in their surrounding both as a source of threats and opportunities. A higher and higher risk level is tolerated in the organizational life. The number of organizational rules and procedures is limited because there is a belief that they will not capture the complexity of the organizational life. In many 'young' organizations the patterns of an impetuous growth based on changes are priced. A model development of an organization is connected with the possibilities of a fast diversification of activities (selective development of sectors). Organizations usually are oriented on operational activities or create nondeterministic strategies. In the area of human resources management increases the role of motivators favoring the increase of uncertainty tolerance, e.g. systems of incentive bonuses, as a matter of fact often group motivators, which would comply with the collective orientation.

In the area of communication Polish organizational culture belongs to the high-context groups, which means that communications require interpretation and are not literal. Allusiveness, Aesopian language, multitude of figures of speech resulted not only from a rich language tradition but also from aiming at creating a 'coded' language for the insiders during the times of censorship, at first the invaders and then during the times of the Polish People's Republic. The high context of the Polish culture, correlating with its hermeticity, is gradually decreasing. The coherence of the Polish culture is declining under the influence of globalization processes and interaction with

people from the low-context cultures. The patterns of a simple, clear and even picturemass communication becomes dominant.

The only extensive international comparative research on the influence of a widely-understood culture on management, in which Poland was included, was R. House's project GLOBE[77]. In Poland this project was carried out by J. Mączyński i S. Witkowski[78]. The results show that in Europe the division can be made into two cultural zones: 1) south and central-east and 2) north-west. The managers of Central and Eastern Europe, so also Poland, are characterized by a much higher index of the power distance (highier hierarchism), which probably explains a higher value of other indices investigated within GLOBE, i.e. assertiveness and impersonal orientation. Collectiveness is also dominant, with which the referential dimension of familism is connected (family collectiveness). The dimension of avoiding uncertainty is lower , which is accompanied by orientation on the present.

The results of the research carried out by L. Sułkowski[79] only partly comply with the results of the GLOBE project. The clearly differ in the index of the power distance. At the same time the thesis on the possibility of carrying out such an explicit division of Europe according to cultural criteria seems to be not fully justified. However, R. House's project refers to the research on leadership and therefore the research sample consisted only of managers. And L. Sułkowski's goal was research on the place of role of culture in an organization and therefore the research sample included bot executive occurred differences in indices between the GLOBE project results and the research results according to which the organizational culture in Poland shows a higher tolerance for operation in uncertainty conditions. A detailed analysis indicates that managers should show a higher tolerance of uncertainty whereas executive workers a lower tolerance.

Even more far-reaching conclusions can be observed in W. Błaszczyk's research: managers of a higher level support changes to a greater extent (high tolerance of uncertainty) than managers of a lower level, and the managers of the lower level do it to a lower extent [80]. This is confirmed by the empirical data analysis of L. Sułkowski's research. The overall index of uncertainty index (difference between high and low tolerance of uncertainty) in Poland is +13, and the index in the group of managers is +14. Managers show a slightly higher tolerance of uncertainty than specialists. Shortage of a correctly big number of managers of a higher level in the sample makes it

[77] R. House, P. Hanges, A. Ruiz-Quintanilla, *GLOBE. The Global Leadership and Ogranizational Behavior. Effectiveness: Research Program*, „Polish Psychological Bulletin" 1997, No 28 (3).

[78] J. Mączyński, S. Witkowski, *Międzykulturowa percepcja przywództwa* (Intercultural Percepcion of Leadership), [in:] *Conference materials „Success in Management"*, Szklarska Poręba, October 2000.

[79] See: Ł. Sułkowski, *Kulturowa zmienność organizacji* (Cultural changeability of organizations), Polskie Wydawnictwo Ekonomiczne (Polish Economic Publishing House), Warsaw 2002.

[80] W. Błaszczyk. *Kadra kierownicza polskich przedsiębiorstw państwowych w warunkach zmian systemu gospodarczego* (Managerial staff of Polish national enterprises in the conditions of the economic system changes), Uniwersytet Łódzki (Łódź University), Łódź 1999, pp. 208-214.

impossible to differentiate the level of tolerance of uncertainty depending on the level of management.

It is worth confronting L. Sułkowski's research results with the project of the research on the mentality of Polish people carried out in 1988 and supervised by J. Reykowski. According to its results, the acceptance level of solidarity and collective principles of regulation of social relations, and so assuming cooperation, is higher than that of individualistic principles. Hence also according to this research Poles are rather collectivistic[81]. It is interesting that according to the project 'Poles 88', the degree of normative individualism does not significantly depend of religiousness, income, functions held or party membership. It can be observed however, that the degree of collectiveness is additionally correlated with the trade union membership. This confirms the hypothesis that a higher collectiveness is often connected with a syndicalist orientation. The degree of individualism however, according to both research works, also depends on age, education and sex. Men are characterized by a slightly higher degree of individualism than women. Younger and better educated persons have more individualistic attitudes.

One of the hypotheses related to the directions of development of the organizational cultures may be an increase of individualism in Polish society in the future connected with the attitudes of the young generation and a significant increase of the scholarization index. Hence the increase of individualism should also apply to Polish organizations. In the research 'Poles 88', in connection with the dimension subjectivity – subordination, a question referring to the vision of the required authority in a work institution appeared. The highest per cent of those under study were for a strict and requiring manager and a lower per cent for an understanding and accommodating manager. The level of authoritarianism is negatively correlated with the level of education. The index of authoritarianism indicates a hierarchical orientation; however to be able to comment on this index, other components and secondary dimensions should have been included in the project 'Poles 88' correlating equality with the dimension of hierarchism. The results of this project partly comply with L. Sułkowski's research results, at the level of individual orientations (mentality) they indicate the prevalence of collectiveness. It is difficult to draw conclusions concerning hierarchism or the level of tolerance of uncertainty in Polish organizations based on the research results of 'Poles 88'

[81] J. Koralewicz, M. Ziółkowski, Mentalność Polaków. *Sposoby myślenia o polityce, gospodarce i życiu społecznym w końcu lat osiemdziesiątych* (Mentality of the Poles. The ways of thinking about politics, economy and social life at the end of the eighties), NAKOM, Poznań 1990, pp. 67-69.

4.3. Organization management in Poland[82]

The issue of national concepts or social styles of management is connected with the need to transfer the concepts from the microsocial level (social groups, units and organizations) to the macrosocial level (big social groups – societies and nations). The analyses presented hererefer to both levels, hence the conclusions drawn from them should be treated as hypothetical ones and requiring confirmation in further research.

The concepts of national styles of management constitute some attempt of transition from the microsocial level to the macrosocial level. J.K. Solarz defines the national style of management as a state of a national identity and work culture manifesting itself in a separate character of the management technology used by the particular countries and their social institutions durind a collective, social response to developmental challenge of their economics. The national style of management is a specific system, the abjective of which is adjustment of socjety to complexity of the contemporary world, human existence and maintaining the existence of this society[83]. Outlining cultural bases of the Polish style of organization management may be the conclusion from the comparative research carried out. It should be clarified to what extent it constitutes a cultural capital and whether it is competitive in comparison with the styles of management of other countries. Success in enterprise management depends on its competitiveness. Competitiveness can be defined as an ability and possibility to undertake an effective rivalry with other subjects, in this case other countries. Resources, possibilities and social capital determine competitive capability of economic entities. Economic effectiveness of economic entities depends on the environment the operate – also in the sense of the culture of society. Cultural conditions may strengthen or weaken competitiveness of economic entities. A question appears whether the Polish cultural models are favorable for the enterprise development or whether they limit it. This is the issue of competitiveness of the Polish social capital.

Collectiveness may be a factor that contributes the enterprise development. Owing to it, cooperation develops. The acceptance of organizational mechanisms strengthening competitiveness (incentive bonuses, competition between individuals) can be more difficult. According to J. Mole's research, collectiveness often manifests itself in the propartner approach, which strengthens the meaning of personal connections in business[84]. It means that knowing somebody in person is important for doing business together. Hence, for the development of business connexions are necessary, coteries are formed and as a consequence the challenges of

[82] Ł. Sułkowski, *Kulturowa zmienność organizacji…* (Cultural changeability of organiztions), pp. 136-139.

[83] J.K. Solarz, *Narodowe style zarządzania: mity czy fakty?* (National management styles: myths or facts?), Ossolineum, Wrocław 1984, p. 16.

[84] J. Mole, *W tyglu Europy. Wzorce i bariery kulturowe w* przedsiębiorstwach (In the European Melting Pot. Cultural Patterns and Barriers in Enterprises), Prószyński i S-ka, Warsaw 2000.

corruption appear. This is the factor that restricts Polish competitiveness. Polish collectiveness fructifies with the group and professional solidarity, which strengthens syndicalism and the importance of trade unions. The consequences of familism can be similarly complex; on one hand it contributes to the development of family enterprises but on the other hand however, it hinders consolidation of enterprises. Family members, at all cost, try to maintain majority participation and control over the enterprise board. This hinders the inflow of capital and generates conflicts for power in developing private entities. Also nepotism, which hinders free-market mechanisms of selection and promotion at the labour market, may constitute a negative consequence of familism.

Polish organizational culture manifests the equality orientation. The equality orientation together with collectiveness reinforces demanding attitudes. Differentiating income (the so-called income disparities) are not welcome. The employees have a sense of grievance and inequality in the organization. They believe they are being used by the management and owners. The division into ‚authorities' and ‚workers' becomes reinforced. This threatens with the syndrom of a populist power – dispersed between various influence centers in an organization. Representatives oft he organization authorities try to maintain the illusion of control, often preferring the paternalistic style.

Organizational culture in Poland also shows a relatively high formalism. Professional, scientific or honorary titles are often used, the role of power is also stressed.

An increasing tolerance of uncertainty gives Polish organizations the possibilities of an effective operation in the conditions of a fast-changing surrounding. Presently, when the rate of changes caused by globalization processes increases, this higher tolerance of uncertainty can be the source of the competitive advantage over other cultures oriented on maintaining status quo.

Competitiveness of a country and potential which allows enterprises to achieve success are also based on cultural values. Poland has the social capital that is favorable for the development of enterprises. A high tolerance for operating in the conditions of uncertainty is particularly optimistic, promising for organizations subjected to the pressure of rapid changes. As results from these considerations, both opportunities and dangers are present in the Polish cultural capital.

Owing to the research on the Polish social capital it is possible to identify its limitations to exceed the social models functioning in organizations using the principles and methods that successfully function in other countries. The systems of values, social capital or organizational cultures should be researched in many societies as a view from the perspective of a cultural relativism is indispensable.

4.4. Standards of Czech culture

4.4.1. Improvising and flexibility[85]

Improvisation is one of the key standards of the Czech culture. For Czech people it is the expression of flexibility, creativity, adaptability and professionalism at the highest level. This is manifested in the ability to cope with very unfavorable, complex, indefinite and unforeseen situations. Czechs perceive their abilities in the scope of improvisation as one of the most important professional qualities, of which they are very proud. On the other hand they perceive them as their biggest valor from the point of view of competitiveness.

The possibility of being flexible in solving problems and making decisions, ingenious and creative is usually assessed and felt as an internal freedom and to some extent as one of not so many possibilities for creation of truly new ideas and precious ideas.

An elaborated plan and hence the sequence and established norm in the sense of setting work time frames and real content, is for Chechs a sign of restriction, limitation, which excludes other possibilities in advance (also the more favorable ones) and clearly also a worker.

According to Czechs, a plan, norm, a standard approach or a principle 'do not organize' issues or interests but people, workers, who are originators or performers. Therefore the possibility and readiness for improvisation is perceived as a higher quality and an individual and social value.

However, lack of respect of formal structures does not mean a total rejection of all formal conditions such as plans, norms, rules etc. Czechs fundamentally/ axiomatically foresee their future and always require its defining. They want to know at what cost of involvement , using what structure and under what conditions they are to be achieved. In a broad meaning the above-indicated norms do not constitute for them a goal that is to be achieved but frameworks within which they have to move. Therefore, Czechs always expect defining the scope or extent of a given task, which guarantee their conflict-free professional activity. In compliance with the tendency to improvisation they expect however that this extent will be as broad as possible, also taking in consideration tolerance in the scope of its individual modification.

The most significant features resulting from the above standard of culture are as follows:

1. Lack of trust to universal rules, formalized approach and norms:

- formalization evokes a great lack of trust and doubts. Since Czechs never want to play the role of a 'trained monkey', they see a great value in the sense of independence and lack of

[85] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání*, Management Press, Prague 1999, pp. 77-86.

subordination. Precisely such characteristic features are the source of internal self-confidence and pride;

- if Czechs cannot be co-authors of the creation process and work organization of full value and their function is limited only to observation or carrying through and realization of something that had already been invented by someone else, they experience the feeling of humiliation and alienation. Its logical consequence is a low motivation level, identification with work and employing institution, with the results of work and personal responsibility for achieving a good result;
- lack of trust is also expressed in relations to written information, the systems of documenting and controlling. Against the arguments that 'you can write anything you like on paper' , information and oral messages are generally regarded as more reliable. Their advantage is that being in direct contact it is possible to obtain additional information, which would not have been put on paper;
- attempts to formulate an unequivocal and unconditional goal with ist all quantitive and qualitative parameters already at the very beginning of work are regarded a being too formalized or as formal rules; A similar interpretation refers to detailed, analitical approach tot he particular stages of activities required for achieving a goal. The tendency prevails that a goal should rather be set in general outline, with reservation that it can still be changed during work. The approach tot he particular stages of activities will rather reuslt from an individual experience of a worker, temporary circumstances and a worker's or a whole group's intuition. Czechs surely do not consider work and ist planning as a key condition for achieving a goal and therefore this point is not their strong side.

2. Invetiveness and improvisation:

- considering the fact that the surrounding is changeable and the conditions are never optimum it is necessary to manage somehow in any situation. There is never only one way to achieving a goal, and a solution is only to be discovered and put into force. It can be done even at a cost of a small modification of the goal or through finding a side path which had not been considered by anyone. '*If it cannot be done the way it is to be done, it can be done in a different way, 'It cannot be done this way but let's try it'* are the most common statements of Czechs. In performing a task which is substantially unaccomplishable, a lot of informal contacts, information and friends' help are used involving at the same time a personal cleverness and involvement, exceeding the frameworks defined by work. The pride from accomplishing a task, praise and admiration of superiors and colleagues is usually the biggest distinction and satisfaction;
- this requires personal cleverness, proficiency, inventiveness, a set of abilities, especially a relatively wide space for searching unique solutions;

- in preparation for managing a new task there is no place for a deep analysis and investigating the existing approach, processes and errors, optimization in the sense of avoiding uncertainty in the future or disassembling each stage separately, not mentioning a detailed plan. On the other hand, there are however: carefully prepared initial steps, identified errors that were made in the past and which are to be avoided, an attempt of a maximum simplification and perhaps shortening the particular stages of activities. If, at the same time, it could be possible to achieve a few more goals that in practice do not have too much in common with ours, or if more than assumed could be achieved, then the preparation stage would be a double success;
- an attempt to show the colleagues and superiors, and first of all the persons from other countries, that it is possible to achieve things that are unachievable, leads to such mobilization of internal power that Czechs, in spite of unfavorable circumstances and lack of satisfactory equipment are capable of achieving an excellent result in a short time. Getting around some provisions, transgressing the law, which are often connected with this, or sometimes acting not in compliance with the adopted plan is compensated by the fact that the task has been fulfilled. Anything else becomes forgotten.

3. Quality:

- the concept of quality is very often interpreter in the Czech environment as a functioning skill. If something works and can be used without obstacles and major limitations, the task has been successfully fulfilled;
- the attempt to be perfect is usually considered as useless hindering, decision taking and further activities brake. Perfectionism is appreciated to a limited extent, and the time and energy involved do not compensate the work effects.

4. Aptitude and learning skills:

- the ability to learn new things fast (if they are considered useful) and adapting to new circumstances are typical for the Czech culture. Czechs can learn fast owing to new circumstances and the driving force of the process which accelerates the process of adaptation are individual interests, avoiding social conflicts and trying not to create problems where they do not appear;
- the aptitude and readiness to learn new things that are interesting and useful are often a personal feature. This is typical especially in relation to skilled-craft and technical vocations.

5. Magnanimity, an individual over matter:

- the achievement of a goal or fulfillment of a received task are most appreciated in the sphere connected with work. If ,during those processes, derogations from the plan determined or omission of any interim stages of its fulfillment occur, this is considered as something insignificant, without any meaning;
- the effort put in achieving the goals must be as small as possible. Czechs look for the easiest, rather convenient solutions, cleverly following to the end. If possible, they use shortcuts. Being able to find a solution that later is awe-inspiring and gives the feeling of being in the center of attention is an indication of intellect. Preparing for a meeting or during negotiations, Czechs trust that are able to deal with them through improvisation; a detailed elaboration of the particular points is unnecessary;
- the issues that Czechs find insignificant or generally useless are disregarded, no attention is paid to them in draft documents and they are not mentioned at all in personal talks;
- in the Czech Republic it is not easy to cause anxiety or to discompose Czechs. They not only assume that many issues are not as 'hot' as they might seem at a first glance but also they assume that one third of them will solve themselves, one third will be solved using little effort and only one third deserves attention;
- Czechs follow many things simultaneously, and their significance may change in time. Also, from time to time there will appear an opportunity which will have to be taken adventage of and which may change the existing approach and final result;
- The Czech saying that most work is done at the very last moment is also a frequently used attitude.

Cultural, historical (and literary) connections

Explanation and justification of considerably developed skills and some tendency to improvisation may be found in the history of the Czech nation – both in distant and contemporary history. Foreign influence and oppression or supremacy, especially after the battle of Bílé Hory, unavoidably lead, in a longer perspective, to some kind of artful maneuvering between aspirations, especially a chance to carry own goals and the circumstances which were dictated by force majeure. Struggle to survive and maintain identity strengthened the ability to react in a flexible, elastic and improvised way and also the ability to adapt to changing life conditions in the heart of Europe, with which new influences were connected. Moreover, the war and post-war times reinforced this element of the Czech culture. Some other aspects were also added: shortage of services, insufficient production of goods and spare parts, planning of a solely formal character, which reinforced the need and usefulness of improvisation.

Speaking of improvisation in a broad sense, it is not possible not to mention the literary character - Josef Švejk. Just in this context he is a vivid example and representative of such

attitudes and approach to problems and their solutions that are often referred to as Czech in its good and bad sense of meaning. Almost for sure he is a prototype of the Czech approach to solving difficult and practically dead end situations, in which survival is at stake (literally and figuratively). Looking for and finding various side paths, manifested obedience with an obvious internal distance, maximum effort put in avoiding conflicts, finding excuses to everything, sarcasm and self-criticism, questioning oneself and attack on one's own ranks, black humor in relation to the most serious situation are for Czechs recurrently a tool for dealing with the process of adaptation. The choice between survival and pride is explicit – survival, because for pride we will have a lot of time later. Švejk may be also discovered in pursuit of finding the simplest solutions, the solutions that are not only proper but also convenient. In this context achieving success in an easy way is clearly interpreted as a sign of cleverness, ability and talent, which should be admired.

4.4.2. Orientation towards social bonds[86]

This cultural feature expresses the fact that during mutual interactions and communication process the Czech party gives priority to positive social relations and kindly social climate over the material aspect. Conflict-free communication, positive atmosphere, mutual liking and understanding, broad thematic frame taking into account both personal interest and problems and informal style of communication are not only exclusively an obligatory introduction to many working and business talks. They are also a high social value, which in adequate circumstances, may be a significant goal in itself. A considerable time and emotional involvement in positive creation of the social climate is considered by Czechs not only as something obligatory (both in a social and communicative dimension) but also (in the area of management and enterprise) as a clearly advantageous investment. After all good personal relations and trust that may arise in this way, will certainly in the future facilitate, accelerate and make all further joint actions and cooperation more pleasant. Czechs also expect such dimension of relations from their partners. Moreover, they assume that their efforts and connected with them emotional efforts will be adequately appreciated. If it is not so, they have an impression that their effort in the scope of a fast and natural progress of communication is unrequited or even purposely disregarded; they feel deeply touched and offended. Therefore, very promising and interesting project may not be carried out because 'we will not cooperate with this person'.

a) for the Czech party it is obvious that a relatively much time should be devoted to a 'warm-up' and getting to know each other more closely. Czech have also won for themselves the saying that they talk a lot but nothing comes out of it;

[86] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání…*, pp. 86-99.

b) emotions have a significant place in the Czech communication, comparable with common sense. Czechs are reserved and usually do not show their emotions in any specific way;
c) a friend/bosom friend and a good acquaintance are more than just a client or a business partner. For tchem, Czechs are ready to involve to a maximum and offer a maximum solution at a cost of someone else, but the one they are willing to offer only to the selected one. Czechs, also in this respect, turn a blind eye to mistakes and shortcomings of the other party;
d) Czechs differentiate people based on various levels of emotional closeness and affection. At the beginning of each new relationship the levels of reservations, caution, doubt and lack of trust are significant. Czechs behave rather like introverts. At the beginning of cooperation they show uneasiness as this is connected with doubts and fears that the information possessed or trust that they hold shall not be taken advantage of; they do not want to be regarded as naïve and simple-hearted. The next step of the Czech party is emotional evaluation of the partner, which is decisive from the perspective of further cooperation.

1. Low social skill in the scope of coping with negative information:

- During interaction and mutual communication, negative information is a factor which potentially affects positive social climate, mutual social relations, and as a result it may threaten not only private relations but in many cases also future cooperation. Therefore it is necessary to minimize negative information both in the material and emotional context;
- Many pieces of information may offend or personally hurt our communication partner, hence, if possible, Czechs are trying to avoid them;
- In the area of management and entrepreneurship, negative information may, in the case of Czechs, be of disadvantage. Its analysis and interpretation may potentially threaten their being perceived by their superiors, colleagues or business partners as having a lot of merits and good skills. Moreover, Czechs believe that it is too soon to pass such information assuming that they have improvisation skills, many friends who will help them in a critical situation or they are just convinced that the situation will find a happy ending one way or another;
- saying 'no' in a broad sense of meaning is usually considered by Czechs as an error/disturbance in communication, total failure and a close end to all existing social contacts. The expression 'Yes, but…' is definitely much easier to accept by Czechs because it assumes a high level of social and communication skill so that the communication content may be expressed in a desired form;

- creating positive and friendly relations, their maintaining and taking care ot them, hospitality, positive emotions, attention and goodwill in relation to colleagues, all this belons to the shere connected with work and improves its quality;
- criticism as a natural part of human resources management in organizations and in the area of management, is a bottleneck in the context of cultural features. The fact that in the Czech culture it is impossible to distinguish between an employee's personality and the results or products of his worki s a problem – it means his views, ideas, suggestions, solutions, products or services that he offers. If someone criticizes work results of a person, automatically defines with the same features the employee. Bad work, unfulfilled idea, problematic olution, a product of improper quality, delayed sypply of raw materials or a bad service in a restaurant are automatically interpreter as 'an unqualified worker and unable to perform work, a stupid and unreliable man'. It is not his work but he himself is problematic. Therefore, from the logical point of view, such criticism is contradictory to a good social climate, friendliness, mutual trust and cooperation. Issuing such opinions results in rivalry, lack of trust and a conflict with no good out. The natural effect is only a very careful and indirect criticism, at worst indirect and incidental criticism, in some cases criticism connected with spreading rumours and slander.

2. Not solving social conflicts:

- avoiding conflicts is typical in the Czech approach;
- a rapid and open solving of problems and conflicts is considered by Czechs as useless as they believe that many of them are not worth attention. They will solve themselves, the participants will forget them or the parties will reconsile, work will bring many other more significant problems, and the existing ones will become meaningless;
- many misunderstandings, problems and conflicts may be dealt with in an informal way – meeting over a coffee, going to a restaurant or incidental informal conversation. Informal relations and unofficial approach, which are considered to be proper by the Czechs, often may, in their opinion, make usually hard work easier and more pleasant;
- explosion is the other side of the coin. If social pressure is too high and lasts too long, one drop may outweigh and lead to emotional explosion in Czechs. This may result in an instant departure from cooperation expressed by the lack of any intention for further cooperation and communication, breaking and finishing all mutual contacts or giving a notice or quiting a job instantly.

3. Particularism:

- Czech culture is characteristic of a rather moderate particularism, however compared to western cultures it is quite strong. For their good friends Czechs are ready to get deeply

involved. A mutual agreement and a given word are a good enough quarantee of a successful cooperation. On the other hand, in relation to people who are not really close to them, they try to be the same, although in such case they do not feel so strongly obliged, have some distance to them, and a sense of responsibility is weaker. Also in evaluation of this group of people different citeria are used – rather more demanding, and to be sure, all birateral agreements are confirmed with a signature on a prepared document.

4.4.3. Diffusion[87]

Very frequent and intensive diffusion and combination (diffusive culture) are typical for the Czech culture. 'Lack of transparency' is considered to be one of the characteristic features of Czechs. Even after a long time of contacts and mutual cooperation with Czechs it is impossible to know for sure what and how they think and what can be expected from them. One of the key reasons of this situation is just cultural 'diffusion' which leads to mixing all areas and spheres of the Czechs' lives soi t is not possible to say for sure when and which of the determinants, to what extent and with what intensity, will inluence their working meeting and social behaviour. A logical effect is loss of social orientation, lack of understanding followed by conflicts.

Work and free time:

- Czechs devote relatively a lot of energy, personal effort and work time to create, maintain and develop personal and practical bonds. These can be short informal talks, minor favors, questions about a husband/wife or children, talking about personal issues and problems etc. And all of this not only as a sort of form of kindness which is in good style, but also as real and sencere interest in other person or work group;
- During the biggest work load, Czechs are not able to be fully concentrated all the time. Work is alternated with a short time to find some release or relax, which also contributes to strengthening the bonds with other workers or superiors. Intensity of work decreases with the number of hours worked during the day;
- On the other hand it is something frequent and understandable for Czechs that unfinished work (especially office work) is put into a briefcase at the end of the day to finish it in the evening or over the weekend;
- Many issues connected with work with external partners (but also coworkers) are dealt with over coffee, snach or dinner, the cost of which is often covered from private resources.

[87] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání…*, pp. 99-109.

Rationality and emotionality

The emotional side of the workers' personality in the scope of work, management and entrepreneurship is not so important as of a great role, especially in decission making processes. Feelings, impressions, experience, social atmosphere, liking or disliking are in many cases equelly important assessment or decision making criteria as material and precise criteria.

Czechs work for themselves and the others, awre of their duties they turn almost exclusively towards people.

Worker's roles and personality:

- It is typical for the Czech culture that each worker has his own individual 'notes' to visualize a definite worker's role. He is not too willing to recognize the company standards, not to mention fulfilling tchem if they are not in line with his conceptions, experience possessed or personal assumptions. Each worker believes that his personal input is the best for the company even if the organizatonal culture requires from him something totally different;
- It is unquestionable that in the case of the Czech culture, disobeyance of standards connected with the workers' roles can cause lowering of the services provided;
- Czech workers very often address their superior by his first name and vice versa, working meetings are sometimes of an informal character and competencies resulting from the position of a superior or a subordinate are changed or exceeded. Nobody, hoever treats it as a professional or personal problem. The possibility to exceed the barrier connected with the worker's role is often a motivating factor and not only to increase the effectiveness of work but first of all to identify with the work place and company as a whole;
- friendship in the professional field may be also used for realization of one's own interests;
- ab individual point of view, remarks and impressions having support only in an institution or emotions, which do not have any support connected with the position held or the role, often become a pretext for discussions, which are as significant as substantial arguments and can influence final decisions;
- Czechs accept only the opinions to which their convinced internally. An expert's opinion and recommendation, which comes out only from the competence resulting from a different worker's role, bereft of argumentation and personal conviction, is accepted cautiously, unwillingly and conditionally.

Formal and informal structures, communication paths and information:

- in the Czech culture informal contacts and mutual relations occur regardless of the hierarchy of positions in organization, relationships between friends and colleagues, who can provide information, give advice and offer assistance;
- informal relations with superiors/workers and turning of formal work groups into informal ones are commonly regarded as a positive feature and de facto also a success in the management syle of a Czech manager;
- negotiating and decision making in such circumstances is relatively easy as in a nice informal atmosphere it is possible to count on bigger openness, readiness to compromise, magnanimity and overall effort to obtain a rational goal;
- there is a rule that only through good, informal relations a wonderful group success can be achieved. Group motivation and influencing individuals by a group is very effective;
- public presentations, lectures and counselling have a character of a set of real, peronal and comical results. Their goal is to arouse interest in a receipient, get closer to him and be perceived as 'a nice guy', with whome you can have a chat and a drink;
- workers' conflicts are usually solved informally. Only the ones that cannot be solved in this way are solved officially;
- most Czechs have a wide network of informal relations and contacts, which are sometimes maintained symbolically. New Year's greetings or a telephone on the occasion of someone's birthday will make everyone happy and at the same time confirm bilateral interest in continuing friendly relations;
- diffusion of informal bonds to the professional area and vice versa, gives an impression that in relations outside work they may be used for realization of one's own interests. A higher level of informal relations with superiors than that of other workers often leads to the sense of a justified expectation of benefits, i.e. better job, higher remuneration, turning a blind eye to minor infringements at work, a bigger amount of information, tolerating breaking formal rules of cooperation etc.

4.4.4. Strong communication context[88]

A style of cummunication that stresses understood communication and a strong situational context is typical for the Czech culture. In other words, the Czech style of communication assumes that many pieces of information passed to the other party may be or must be read from non-verbal communication or from the situation context in which communication takes place.

[88] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání…*, pp. 109-114.

From the point of view of non-verbal communication, body language, facial expression, showing emotions, silence, eye contact as well as such elements as the time of a mutual conversation, joint or different social status, common friend, time of duration of social relations, which mean more themselves than has been said play a significant role.

Non-verbal communication of Czechs is perceived as indirect and cautious, which does not does not aim at a point to fast but only, not too willingly, names the things as they are. It is full of sugns, allusions, ambiguitu, references to a wider context, reasons and possible results.

Also the Czech style of negotiations is characteristic of a high sensitivity of communication context. This style relies on a cautious, indirect and gradual discovering of intentions. Step after step Czechs assess reaction of the other party and the style is rather defensive and reactive. They are waiting for the partner's mistake, try to make him feel uncertain, pay attention to strong and weak sides, and if possible, they are trying to maintain the situation ambiguous.

A direct clash or confrontation from the Czech party may be expected only in exceptional situations. However, this is perceived as not a natural difference of opinions, rivalry for the best project or a substantial discussion but as a mistake/lack in communication and cooperation failure. Czechs know themselves that they do not like tough talks and if it is only possible, avoid this kind of situations. However, if thay do need to do so, their arguments are short. They are doing their best to glance off the subject, find a third solution and in situation when iven this fails, a sense of failure prevails and they resign. A direct confrontation on the part of Czechs is not taken either in the case when, based on overall assessment of the situation, they realize that there are no chances for winning. Czechs generally do not get involved in conflict situations which are bound to fail, and tend to accept a failure and leave 'the battlefield' in every respect. The interpretation of such a situation is clear – 'a smarter one changes his mind'.

4.4.5. Flickleness of self-evaluation and self-confidence[89]

Czech culture is characteristic of flickleness of self-evaluation and self-confidence – on one hand it is a very low self-evaluation compared with the others, and on the other hand is overestimating their abilities, capabilities and influence on others. It is hard to talk about proportions in this area, but surely there is a rule that most Czechs rather show a tendency for a low self-evaluation sometimes against the objective factors.

What seems at first sight as a low self-evaluation may actually mean something completely different. Privately most Czechs perceive differently their knowledge, skills and capabilities but they lack an average level of self-confidence which might present their internal conviction outside. Czechs claim that they lack the skills and capabilities in being effective communication partners,

[89] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání…*, pp. 115-119.

expressing opinions and forcing their own ideas. They tend to contradict themselves, undermine their own positions and backstab themselves. They experience a sense of weakness, insufficient 'impudence' and inaptitude to 'sell themselves' and make their way through in competitiveness. This is additionally inhances by their fears to be ridiculed, found stupid which leads to a low self-evaluation and finally also to a low self-confidence.

Cultural, historical (and literary) connections

Complex historical experiences of a small and not too strong Czech nation, taking into account political and economic influences and pressure of the big, strong and rich nations, led to a disputable strategy: not to draw to much attention, not to get involved in conflicts with the big and strong, rather try to protect what is left and not to risk. As history shows, this strategy proved to be effective, therefore even today it has its group of supporters. The contemporary process of transformation, which changed the hierarchy and criteria of social values to a large extent, not only did not eliminate the sense of self-confidence in Czechs but also strengthened it even more. There arose more doubt whether the Czech knowledge, skills and experience can be comparable with the knowledge, skills and experience of their foreign coworkers. Also some other banal fears appeared, e.g. whether the Czech style of dressing, equipping apartments, eating, drinking and social customs can stand the comparison with their world.

Regarding literature, most references to this subject matter in the context of the Czech culture can be found in fairy tales. It is in them that you can find references to the most modest, unprotected, helpless and weak characters and each weakness and imperfection in comparison with strength and power sometimes evokes warm feelings.

4.4.6. Polychronism of time[90]

Polychronism of time is typical for the Czech culture. The czech poilichronism manifests itself in personal everyday and professional life through the following facts:

- generally, Czechs experience a low presure connected with meeting time schedule deadlines and deadlines for the performance of particular activities. Minor delays are the order of the day and they do not involve any consequences, not mentioning penalties. He who sticks rigidly to time schedules is perceived as a funny individual;
- slower approach to deadlines and tasks which are to be finished or commissioned within some time framework. The believe that some time delay in performing some activities does not have to mean that something will not be finished on time;

[90] I. Nový, S. Schroll-Machl et al., *Interkulturní komunikace v řízení a podnikání…*, pp. 119-122.

- willingness to put off problems till the very end and dealing with them (even all day and night) only when they assume their maximum dimension;
- aiming at taking advantage of the opportunities occurred or offered in activities which initially were not planned and nobody thought of;
- willingness to perform a bigger numer of activities within a given interval only because there is nothing more left to be done or also because everything they are able to do gives them pleasure. Pursuing the concept to 'kill more birds with one stone' is a sign of exceptional skills and professionalism.

5. Evaluation of a cross-border project

In the literature there are lots of definitions of evaluation depending on the scope of subjects which it concerns, on the applied methodology or the way of using its results. As an example in the study of the Polish Evaluation Society[91] it is interpreted as assessment of the intervention value by applying the determined criteria of the assessment. On the other hand in the Guide for beneficiaries of Leonardo da Vinci programme[92] it is defined as a systematic survey of the value or the feature of the particular programme, project or intervention accordingly with the determined criteria. Concerning projects implemented for local communities it can be assumed that the evaluation is a way of assessing the support (intervention) value for the project beneficiaries and their environment, by applying the determined criteria[93]. The most common criteria are the following: compliance with the (country's, sector's, beneficiaries')needs, effectiveness, efficiency, influence, long-term impact.

Each evaluation is a survey aiming at something. Generally it aims at determining the effectiveness and efficiency of the evaluated project, understanding how it works, streamlining the project interventions. One of the most important goals is a guarantee of the transparency of the project interventions and increasing the responsibility of the subjects involved in programming and implementing projects financed from public sources. Semantically evaluation is "assessing" the value. The term corresponds to the Polish word "appraisal" however the definitions of programme evaluations and the practise as well pick out its dissimilarity to an appraisal.

Evaluation is a process and the appraisal is only one of the elements of the process. Applying the term "appraisal" causes that the attention is focused on one element only attributing features of the whole process to it whereas an evaluation is not a single activity but a field of knowledge.

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[91] B. Ciężka, *Pojęcie ewaluacji i jej rodzaje* (The Concept of evaluation and its kinds) [in:] *Ewaluacja – kwestie ogólne. Szkolenie dla pracowników Instytucji Zarządzającej Podstawami Wsparcia Wspólnoty, Krajowej Jednostki Oceny oraz komórek oceny w instytucjach zarządzających poszczególnymi programami operacyjnymi* …(Evaluation – General Issues, Training for the employees of the Managing Authority for Commonwealth Basic Support, National Evaluation Unit and evaluation sections in institutions managing particular operational programmes), Polskie Towarzystwo Ewaluacyjne (Polish Evaluation Society), Warsaw 2005, p.3

[92] *Ewaluacja projektów. Poradnik dla wnioskodawców programu Leonardo da Vinci*(Project Evaluation. Guide for Beneficiaries of Leonardo da Vinci programme), Fundacja Rozwoju Systemu Edukacji Narodowa Agencja Programu „Uczenie się przez całe życie" Program Leonardo da Vinci (Foundation for the Development of the Education System National Agency of the Lifelong Learning Programme the Leonardo da Vinci programme), Warsaw, p.6.

[93] M. Łotys, *Ewaluacja i rozliczanie projektów* Evaluation and Accounting of Projects), Fundacja Wspomagania Wsi (Rural Development Foundation), p. 2.

The evaluation searches a programme/project and phenomena occurring as its consequences, assesses the structure of the interventions, their logic and values. It is also a process of learning[94].

Analysing the attitude to evaluation issues a) from the point of view of cross-border project partners which have been implemented up till now in Poland and the Czech Republic (from Pre-Accession Funds as well as from those available after the accession of both countries into the EU) and b) taking into consideration a subject of the survey during the evaluation process, you can come to following conclusions:

- in the former case – the process did not take place at all . In the guidelines of all previous cross-border programmes there have not been any notions concerning obligatory evaluation of projects carried out by the beneficiaries. Moreover both Polish and Czech partners (including those from the Euroregion Śląsk Cieszyński-Těšínské Slezsko), have not been carrying out evaluation of the project of such kind)[95];
- in the latter case – little space has been given to a project team evaluation in literature and in practice which is one of the most important fundamentals from a cross-border project team's point of view. The cross-border project aims at overcoming the mental barriers and creating some "bridges" between neighbouring nations, changing the attitude towards the partner which was mistrustful or even hostile before, learning how to be more tolerant of cultural and ethnic dissimilarity of the neighbour, transformation of the international relations and elimination of antagonisms and resentments[96]. A project team and the mutual relations among its particular members play a key role in the case.

Taking the above mentioned into consideration some general issues related to evaluation (the differences concerning an audit, control and monitoring; basic types; the stages of the evaluation process and some basic methods of evaluation) have been presented in the chapter as well as the evaluation process of a cross-border project team along with some examples of different criteria of an assessment. It has been dictated by the fact that the cross-border co-

[94] *Ewaluacja projektów. Poradnik dla wnioskodawców programu Leonardo da Vinci* …(Project Evaluation. Guide for Beneficiaries of Leonardo da Vinci programme…), p. 6.

[95]The authors of the study do not know any surveys concerning the reasons for such situation. It can be assumed that it has been caused by the following factors: a) if something is not obligatory and demanded from both Poles and Czechs (in this case the notion concerning obligatory evaluation of projects in the cross-border programme) it is not usually used in practice; b) both Poles and Czechs consider evaluation as an unnecessary, time-consuming and cost-consuming process so they do not use it; c) both Poles and Czechs are not aware that evaluation can be applied in cross-border projects

[96] M. Gola, *Możliwości współpracy ponad granicami – co zyskujemy dzięki euroregionom* (Possibilities of co-operation above borders – what we gain owing to euroregions) [in:] *Horní Slezsko a Severní Morava jako silný region Střední Evropy – Sborník z druhého Česko-polského pracovního semináře – Komorní Lhotka 17.2.-18.2.2000*, Ostrava 2000, p. 47.

operation programmes 2014-2020 will put particular emphasis on evaluation, monitoring of the projects as well as on their real contribution to a cross-border co-operation.

5.1. Evaluation and audit, inspection and monitoring[97]

Evaluation is often associated and/or even confused with the following terms: an inspection, an audit or monitoring. The terms should not been equated with evaluation although they can be (in some specific cases) tools for completing data gathered during evaluation and for the analysis carried out during it.

An audit is defined as an investigation of the adequacy and compliance of the resources management (financial mainly) with the binding legal articles and the established procedures for example those concerning the support utilization management. The information gathered during the audit can be applied to estimate intervention efficiency and used as comparative data to other similar undertakings.

An inspection, similarly to an audit, can refer to financial-legal aspects of a particular undertaking implementation especially it consists in comparison the actual state to the required one. Moreover it can also investigate the organizing and managing structures. As opposed to an audit which is usually comprehensive, an inspection can be fragmentary and can concern only one aspect of an institution intervention for example innovation implementation procedures or the quality management system.

Monitoring – is a "process of systematic gathering and analysing quantitative and qualitative information on a project implementation considering the financial and physical issues aiming at the adequacy and compliance of its implementation with the previously approved guidelines and goals". Monitoring is often carried out parallel to an implemented intervention to check if it proceeds as intended especially if all planned outputs and results of conducting interventions have been achieved as well as the costs incurred in implementing it.

Both an audit, inspection and monitoring can be some useful sources of information, however evaluation uses also its own methodology.

[97] B. Ciężka, *Pojęcie ewaluacji i jej rodzaje* (The Concept of Evaluation and its Kinds) [in:] *Ewaluacja – kwestie ogólne. Szkolenie dla pracowników Instytucji Zarządzającej Podstawami Wsparcia Wspólnoty, Krajowej Jednostki Oceny oraz komórek oceny w instytucjach zarządzających poszczególnymi programami operacyjnymi*…(Evaluation – General Issues, Training for the employees of the Managing Authority for Commonwealth Basic Support, National Evaluation Unit and evaluation sections in institutions managing particular operational programmes), pp. 3-4.

5.2. Basic types of evaluation[98]

Different criteria can be used to classify evaluation types. One of the most common classifications is that depending on:

1. the object being evaluated
2. the purpose of evaluation
3. the time of evaluation beginning
4. the organization of evaluation

1. According to the criterion of the object being evaluated, evaluation can be classified into:

- programme evaluation;
- project evaluation;
- policy evaluation;
- thematic evaluation;
- meta evaluation.

2. According to the criterion of its aim, there are two types:

- formative evaluation – aiming at assessment of form and process of implementation. It concentrates on improving a project implementation flow and its final quality as well;
- summative evaluation – makes an overall appraisal of a particular intervention usually after its completion, it determines intended results and by-products.

3. According to the criterion of the time of evaluation beginning, it can be classified into following categories:

- ex ante evaluation is carried out before the beginning of an intervention. It aims at forming the basis for a project preparations and justification. It verifies a project assumptions and whether an intended impact is realistic or estimates the results;
- mid-term evaluation is performed in the middle of a project duration. It focuses on an appraisal of current implementation of a project – especially management methods. It verifies the direction and relevance of the strategy assumptions, identifies first results as well as suggests possible current corrects;
- ongoing evaluation carried out during a project implementation to support a project management process. It aims at an in-depth analysis of questions, issues and problems occurring during a project implementation as well as at suggesting some specific

[98] *Ewaluacja projektów*. *Poradnik dla wnioskodawców programu Leonardo da Vinci…* (Project Evaluation. Guide for Beneficiaries of Leonardo da Vinci programme…), pp. 7-8.

solutions. All the interventions are strengthen the relations among project stakeholders and result in collecting experiences.

4. According to the criterion of the organization of evaluation, it can be classified into two categories:

- internal evaluation – carried out by someone from the institution responsible for implementation of the evaluated intervention
- external evaluation – performed by independent experts

The above mentioned types of evaluation can be combined. For example ex ante evaluations are often formative ones orientated to decisions. Ex post evaluations are summaries, mid-term and ongoing evaluations are formative ones. Subject evaluations are the elements of mid-term ones as well as of ongoing evaluations. External evaluations apply to ex post evaluations.

5.3. Stages of the evaluation process[99]

The evaluation process consists of the following stages:

1. Planning
2. Designing
3. Implementing
4. Reporting
5. Applying evaluation results

1. Planning evaluation

The following issues should be taken into consideration during planning evaluation:

- determining the goals; what issue is to be evaluated;
- a scope of evaluation; what is the object being evaluated, what is the period being evaluated;
- the beginning of evolution process;
- determining the evaluation recipients i.e. a group of people or institutions interested in the evolution process results for example beneficiaries, local community, partners. The circle of recipients depends on the aim and type of evaluation;
- identifying available initial data;
- organizational issues – designating people to be directly responsible for a project, implementation and supervising evaluation.

[99] *Ewaluacja projektów*. *Poradnik dla wnioskodawców programu Leonardo da Vinci*…, (Project Evaluation. Guide for Beneficiaries of Leonardo da Vinci programme…) pp. 8-11.

During planning evaluation it should be remembered that it ought to aim not only at describing the actual state but also at assessing the values pursuant to the above mentioned criteria of evaluation. (table 38)

Table 38. Evaluation planning process in a transversal presentation.

Criterion	Description	Some examples of questions	Application
Relevance	It investigates the adequacy of the project aims and used methods to the problems which were to be raised by the project.	Do the project aims correspond to the needs? Is the drawn up strategy coherent ?	ex ante evaluation, mid-term evaluation, ongoing evaluation
Effectiveness	It investigates the extent of implementation of the intended aims, effectiveness of the used methods and the influence of external factors on final results.	To what extent were the aims achieved? How strong was the influence of external factors? What problems did the project encounter? Were/are the applied instruments and solutions appropriate?	ex ante evaluation, mid-term evaluation, ongoing evaluation ex post evaluation
Efficiency	It investigates relations between expenditures, costs, resources(financial, human, administrative) and achieved effects of a particular intervention.	Is it possible to achieve similar effects using other instruments? Is it possible to achieve similar effects reducing financial outlays?	ex ante evaluation, mid-term evaluation, ongoing evaluation ex post evaluation
Utility	It is a peculiar repetition of the relevance criterion. Because it put analogous questions but in the different moment (during or after implementation of a project)	Did the project come up to its beneficiaries' expectations? How much were the beneficiaries satisfied with the intended and unexpected results? Did the implemented initiative stimulate other ones?	ongoing evaluation ex post evaluation

Source: *Ewaluacja projektów. Poradnik dla wnioskodawców programu Leonardo da Vinci (Project Evaluation. the Leonardo da Vinci programme Guide for applicants)*, Fundacja Rozwoju Systemu Edukacji Narodowa Agencja Programu „Uczenie się przez całe życie" Program Leonardo da Vinci (Foundation for the Development of the Education System National Agency of the Lifelong Learning Programme the Leonardo da Vinci programme), Warsaw, p. 9.

2. Designing evaluation

In the stage the decisions from the planning stage are specified and there is conceptualization of the survey. It includes specifying the expectations, asking some questions on evaluation and determining some requirements essential to carrying out evaluation. The process consists of:

- defining or rather specifying the object being evaluated;
- making a list of questions concerning details
- codifying questions in the forms of tasks, requirements and procedures concerning conduction a survey properly.

3. Implementing evaluation

Evaluation survey can be divided into four stages (table 39).

Table 39. The stages of evaluation survey.

Stage	Aim	Description
Structuralization	Selecting and determining the criteria and elements which will be evaluated	The selection has been already made in the planning stage but now it should be gone through once again and some issues ought to be specified
Data gathering	Gathering the materials essential to the analysis	It starts from gathering documents concerning a particular project (some results of previous surveys, monitoring and other project documents). Other data come from interviews, questionnaires, observations and case studies
Analysis	Interpretation of gathered data, project effects assessment, data comparison	The appropriate analysis meaning the verification of the hypothesises, the "cause and effect" analysis and assessment of intended and unexpected results of a project
Assessment	Assessment of project effects with reference to previously asked questions connected with evaluation	Analysing the extent of achieved goals of a project , cost analysis – benefits, experts' panel

Source: *Ewaluacja projektów. Poradnik dla wnioskodawców programu Leonardo da Vinci* (Project Evaluation. the Leonardo da Vinci programme Guide for applicants), Fundacja Rozwoju Systemu Edukacji Narodowa Agencja Programu „Uczenie się przez całe życie" Program Leonardo da Vinci (Foundation for the Development of the Education System National Agency of the Lifelong Learning Programme the Leonardo da Vinci programme), Warsaw, p. 10.

4. Reporting

Report on evaluation is a basic form of information about its results. The quality of the report and the way of the dissemination determine the evaluation effectiveness and utility i.e. whether the evaluation has performed its function and has met the administrative requirements. The structure of the evaluation report should be adjusted to the needs of the institution which has commissioned the evaluation survey however there are some elements which should occur in each report (table 40).

Table 40. Permanent elements of an evolution report.

Item no	Element	Description
1.	An object being evaluated Evaluation context	Description of an object being evaluated and circumstances of the survey
2.	Survey procedure	Elaborating an evaluation conception, its scope and applied methodology
3.	Survey results	Presenting the gathered materials and the context of the surveyed problems (information on the gathered data, the data interpretation, the results)
4.	Wnioski z ewaluacji	Recap of the survey with taking into consideration the specificity of a particular intervention, presenting both strengths and weaknesses
5.	Recommendations	Presenting feasible interventions resulting from the experience gained during the evaluation

Source: *Ewaluacja projektów. Poradnik dla wnioskodawców programu Leonardo da Vinci* (Project Evaluation. the Leonardo da Vinci programme Guide for applicants), Fundacja Rozwoju Systemu Edukacji Narodowa Agencja Programu „Uczenie się przez całe życie" Program Leonardo da Vinci, (Foundation for the Development of the Education System National Agency of the Lifelong Learning Programme the Leonardo da Vinci programme), Warsaw, p. 10.

5.4. Basic methods of the evaluation surveys[100]

Many research methods can be applied during conducting evaluation surveys. More than one method of data collection is commonly used during conducting evaluation surveys. Because the applied methods complement one another. Taking into consideration both verification and

[100] A. Rudolf, *Podstawowe metody badań ewaluacyjnych* (Basic Methods of Evaluation Research) [in:] *Ewaluacja – kwestie ogólne. Szkolenie dla pracowników Instytucji Zarządzającej Podstawami Wsparcia Wspólnoty, Krajowej Jednostki Oceny oraz komórek oceny w instytucjach zarządzających poszczególnymi programami operacyjnymi (*Evaluation – General Issues, Training for the employees of the Managing Authority for Commonwealth Basic Support, National Evaluation Unit and evaluation sections in institutions managing particular operational programmes), Polskie Towarzystwo Ewaluacyjne (Polish Evaluation Association), Warsaw 2005, pp. 8-12,

thorough data collection the above mentioned approach is very beneficial because so called triangulation in other words the diversity of both analysis techniques and data collection makes possible to know and understand the object being surveyed much better as well as enables making references and comparisons. Triangulation can be applied for data collection methods (diversity of applied methods) as well as for information sources (data collected from different respondents). Thus a wider range of surveyed materials is obtained to make an assessment and draw some conclusions which enables to carry out an objective analysis taking into consideration points of views of many different groups interested in the surveyed object. Beneath some basic methods of data collection and some of analysing collected data have been presented.

5.4.1. Methods of data collection

The most common methods of data collection applied to evaluation are: document analysis, individual interviews, questionnaires, focus groups, observation and group techniques.

Document analysis

All kinds of documents, including documentation made by the project management units and some reports on monitoring and other surveys, documents containing administrative data, can be analysed. The analysis of the documents can provide the evaluator with information on the formal context of surveyed event, it enables to find the assumptions of the evaluated project and the achieved results. It can be used successfully in the initial stage of a survey as the component supporting the preparation of field research, as it provides the preliminary information on the current and planned interventions and their results. The advantage of the survey method is documentation diversity and accessibility.

Despite the variety of data included in documents and their undoubtedly huge informative value, application of the survey method carries a lot of risk of too simplified data interpretation and rash generalizations. This can be due to the fact that data included in the documents may be out-of-date or they may present the "one-dimensional" point of view e.g. the project implementer's. Thus data of this type should be verified by means of information derived from other resources.

Individual interview

The method can be used in all types and all stages of evaluation. It aims at gathering qualitative information and opinions of people involved in the surveyed programme – who are in charge of designing some project documents, responsible for project implementation, and its direct and indirect beneficiaries. There are several interview forms which differ in the degree of their formalization: from an informal conversation interview; a semi-structured one i.e. a guide-based interview; to the most formal format - a structured interview, that is conducted with the use of

the categorized in advance list of questions which are asked in the same form and in the same order to all respondents. This kind of interview is used to decrease the differences in questions asked to various people, and thereby increase the comparability of the answers.

Owing to the interview technique the evaluator has the possibility to get to know all aspects of the researched undertaking. He or she can raise some complicated and detailed issues and at the same time he or she gives the interlocutor the possibility to express his or her opinions in his or her own words and to talk about things important from his or her point of view. There are some weak points of the method such as high expenses and the fact that it requires too much time to be carried out as well as the quite complicated and time-consuming analysis. Additionally the survey method does not allow examining many respondents.

Questionnaires

The method can be addressed to a much larger group of respondents than in case of interviews, and both the application and analysis are relatively easier. The survey is based on a standardized questionnaire which consists of clearly formulated, precise and unambiguous questions. The more a questionnaire is standardized, the larger number of closed questions it contains. And the interviewee is given predefined statements (descriptors) from which to choose. In case of a less standardized questionnaire, the respondent is free to formulate his or her answers as he or she wishes, as there are more open questions. Questionnaires can be send by post or e-mail, and they can be filled in during phone conversations or face-to-face interview. The method is, however, characterized by small flexibility. The most important issues can be omitted and disregarded if the questionnaire does not contain questions referring to these particular issues. The questionnaire survey is suited to the observation of the results and impacts of a programme. It is therefore likely to be reserved for ex-post and mid-term evaluations of simple and homogenous projects. The questionnaire tends to be less suited to complex projects.

Focus groups

The focus group method takes the form of a structured discussion, moderated by the evaluator or researcher who supplies the topics or questions for discussion. The focus group makes it possible to bring together the representatives of the groups involved into the undertaking (co-ordinators, implementers, beneficiaries) with the aim of the mutual discussion and confrontation of their opinions. It is especially useful for analysing themes or domains which are controversial and arouse different opinions and which should be discussed and explored thoroughly. The method makes use of the participants' interaction, creativity and spontaneity to collect information. Due to its universal character it can applied in every stage of evaluation process and in all evaluation types.

Observation

Observation is a method which makes possible the evaluators to collect data by the direct participation in the interventions within a project. The researcher goes to the place where the project is implemented and due to it he or she can better understand the context of the interventions and facing directly the programme implementation enables the evaluator to understand particular issues better. A trained evaluator may also perceive such phenomena that – as they are obvious – escape others' attention, as well as issues that are not tackled by participants in interviews like conflicts or touchy issues. Observation enables the evaluator to exceed participants' selective perception. With the method it is possible to present the versatile picture of the researched project, that would not be possible using only questionnaires and interviews.

Group techniques

Various group techniques can be applied to collect information they mostly used during trainings and meetings for collecting feedback information from participants. They are easy to prepare and relatively little time-consuming. These methods are suitable for thematic evaluations (e.g. the evaluation of training).

5.4.2. Data analysis

Having collected data regarding the researched programme, the evaluation team may set about analysing these data. Data analysis is a complex and complicated process requiring the knowledge of suitable techniques.

Quantitative data analysis

Data of quantitative nature concern numeric information. They are used to know the frequency of the researched phenomenon occurrence and to define the dependence level between different variables. Quantitative data are subject to statistical analysis. The nature and scope of carried out analyses depend on the scale according to which they were measured (nominal, ranging, quotient scale). Statistical inference enables verification of hypothesis defined on the basis of possessed data. Identifying a correlation between variables with their mutual causality is a mistake often made in statistical analyses. Causality in general meaning, cannot be proved statistically, although it might be strongly suggested.

Qualitative data analysis

Qualitative data are not expressed in numbers and concern description, cognition and understanding of researched issues. They are usually indispensable for the proper interpretation

of quantitative information. Qualitative data analysis is more complex as the evaluator obtains poorly structurized material. The researcher's task is to set it in order, with the purpose of finding regularities. Qualitative nature of surveys and analyses entails pressure on processes and meanings that are not subjects to strict measure discipline in quantitative meaning.

5.4.3. Assessment methods

Methods aiming at assessing the programme results with reference to predefined criteria are used in the final stage of the evaluation process. The following can be applied: experts' panel and benchmarking, analytical techniques: SWOT analysis, cost-benefit analysis, cost-effectiveness analysis as well as econometric models: micro- and macro-economic.

Experts' panel

One of the most popular methods applied to estimate the impacts of a programme or project. It uses the knowledge of several independent experts in a researched domain, who on the basis of submitted documents and data will assess the impacts of a programme or project in the context of defined evaluation criterion. The method is recommended for assessing programmes that are not innovative and belong to public interventions of a technical nature. It can be useful for all types of evaluation. The subjectivism of judgements formed by experts can be a kind of limitation of the method.

Benchmarking

Benchmarking means assessing the effects of a programme through the comparison to the effects of similar projects that are found model and may serve as examples of successful projects. Owing to comparison the strengths and weaknesses of a programme are identified and new solutions are searched in order to increase the quality of achieved goals. Benchmarking is applied mostly in the ex-post evaluation. The method seems to be appropriate for preparing projects for implementation.

SWOT analysis

It is the analysis of strengths and weaknesses of a particular undertaking as well as its opportunities and threats originating from the external factors. Strengths and weaknesses are confronted with the external factors which are out of the control of people in charge of a project implementation, and which can have positive (opportunities) or negative (threats) impact on implementing the project. The crucial task is to distinguish the factors that will make possible to develop strengths of the project, eliminate (or reduce) its weaknesses, use existing and occurring opportunities and also to avoid predictable threats and dangers. SWOT analysis application is

particularly recommended for the ex-ante evaluation (it helps identify the most relevant strategic guidelines concerning socio-economic development and plan a project properly). SWOT analysis is also used in the mid-term and ex-post evaluations (for assessing the relevance of the established strategy with reference to the present socio-economic circumstances as well as for identifying socio-economic changes within a region or sector).

Cost-benefit analysis

The aim of a cost-benefit analysis is to find out whether the project implementation is desirable from the point of view of a particular community which the project concerns. It analyses both positive and negative impacts of a project (also potential ones) attributing them their financial value with regard to interests of various social groups. It aims at defining potential effects of several alternative project conceptions and thus to choose the most profitable version. A cost-benefit analysis is used mainly for the ex-ante evaluation.

Cost-effectiveness analysis

Unlike cost-benefit analysis, the method is used mainly for ex-post evaluation. It consists in comparing net results of the project with its total cost expressed by the value of financial resources involved. The results are gained by comparison of achieved effects with the budget involved in their achievement.

Econometric models

Econometric models are used to describe and stimulate the basic mechanisms of the regional, national or international economic system. Micro-economic models serve to judge the behaviour of households and companies in specific branches. Macro-economic models enable assessing the influence of assistance on functioning of the whole economy. They reflect functioning of the economy in the state of equilibrium and they compare two scenarios - one including the assistance granted, and the other that does not include such assistance. Macro-economic models are used for the ex-ante and ex-post evaluations of large projects that cover a region or the whole country.

5.5. Evaluation as a method of a cross-border team assessment

People are the most critical element of a project and it is hard to manage them. Interpersonal relations are complicated. In projects they are even more complicated because the stakeholders' co-operation is only temporary. The relations become complicated when the stakeholders of a undertaking come from different organizations and various cultures[101]. In the Euroregion Śląsk Cieszyński-Těšínské Slezsko another factor should be taken into consideration – the sensitivity of social relations deriving from historical complexities and facts which often determine the co-operation of members of Polish-Czech project teams. Admittedly if the stakeholders have been implemented common projects yet you can see clearly determined roles, duties as well as the responsibility in mutual co-operation, however it should be aware that some antagonistic factors and resentments can underlie the conflicts.

The assignment and agreement on roles and duties enable to reduce the uncertainty, the necessity of some changes and the probability of some issue oversight. It is very important when a project partners do not know each other well and they have not co-operated yet. People have different personalities. Interpersonal conflicts can be resolved by candid communication during project duration.[102] Properly planned and implemented historical, cultural, language and pedagogic preparation plays a very important role in forming relations in the international environment. The adequacy and quality of the preparation are significant to evaluation process.

Beneath there are some examples of a project team evaluation which can be also applied to evaluate cross-border project teams working in the Euroregion-Śląsk Cieszyński-Těšínské Slezsko.

Table 41. Examples of indicators for "project work" competence assessment concerning a member of a project team

Assessed behaviour	**Member of a project team**				
	Considerably does not measure up to the expectations	Partially measures up to the expectations	Fully measures up to the expectations	Exceeds the expectations	Significantly exceeds the expectations
S/he effectively divides his/her working time between individual tasks and project teamwork					
S/he actively participate in project					

[101] *Ewaluacja projektów*. *Poradnik dla wnioskodawców programu Leonardo da Vinci* …(Guide for the applicants of Leonardo da Vinci Programme…, p. 33

[102] Ibid, p. 33

work and expresses his/her opinions, ideas concerning project implementation					
S/he co-operates with the others without disagreements					
S/he performs project tasks in accordance with the schedule and the leader's/project manager's instructions					
S/he complies with the project work quality standards					
…					
…					
…					
Justification of the assessment along with some examples of behaviour:	COMPETENCE ASSESSMENT according to the scale: 3: considerably does not measure up to the expectations 4: partially measures up to the expectations 5: fully measures up to the expectations 6: exceeds the expectations 7: significantly exceeds the expectations				

Source: J. Jarosławska, *System oceny poprojektowej*, Personel i zarządzanie *(Post-project appraisal system*, Staff and management), No 6, INFOR PL Spółka Akcyjna (INFOR PL joint-stock company), Warsaw 2010, p. 84.

Table 42. Examples of indicators for “project work” competence assessment concerning a project manager

Assessed behaviour	**Project manager**				
	Considerably does not measure up to the expectations	Partially measures up to the expectations	Fully measures up to the expectations	Exceeds the expectations	Significantly exceeds the expectations
S/he forms project teams using the synergy of knowledge and experience of people hired in different departments of the institution					
S/he draws up budget assumptions and determines the resources needed for project aims accomplishment					
S/he defines project goals and makes realistic project schedules which can be modified flexibly by him/her if need be					
S/he translates the main project assumptions into individual activities of the project teams members					
S/he focuses the project team members’ attention on the project aims and motivates them to be totally committed to project work					
…					
…					
…					
Justification of the assessment along with some examples	COMPETENCE ASSESSMENT according to the scale: 3: considerably does not measure up to the expectations				

of behaviour:	4: partially measures up to the expectations 5: fully measures up to the expectations 6: exceeds the expectations 7: significantly exceeds the expectations		

Source: J. Jarosławska, *System oceny poprojektowej*, Personel i zarządzanie *(Post-project appraisal system*, Staff and management), No 6, INFOR PL Spółka Akcyjna (INFOR PL joint-stock company), Warsaw 2010, p. 84.

Table 43. Project team evaluation.

1. Put X under the team member's number which describes best his/her attitude to the project

Team member						**Assess your friend's efforts into seeking and collecting information needed to plan the project**
1	2	3	4	5	6	
						S/he did not collect ant information connected with the project
						S/he collected little information connected with the project
						S/he collected much information which significant part was connected with the project
						S/he collected lots of information connected with the project

Team member						**Assess your friend taking into consideration information sharing with other project team members**
1	2	3	4	5	6	
						S/he did not share any information with other team members
						S/he shared little information on project with other team members
						S/he shared some information which significant part was connected with the project
						S/he shared lots of information connected with the project

Team member						**Assess your friend taking into consideration punctuality of project task performing**
1	2	3	4	5	6	
						S/he did not finish any tasks on time.
						S/he finished few tasks on time but the other were performed later or they were not performed at all
						S/he finished most of the tasks on time
						S/he finished all tasks on time

2. Put X under the team member's number which describes best his/her attitude to the responsibility for the project.

Team member						Assess your friend taking into consideration how s/he performed his/her duties resulting from the role/function in the team s/he was assigned to
1	2	3	4	5	6	
						S/he did not perform any duties resulting from the role/function in the team s/he was assigned to
						S/he performed some of the duties
						S/he performed almost all the duties
						S/he performed all the duties resulting from the role/function in the team s/he was assigned to

Team member						Assess your friend taking into consideration how much s/he used to share work with other team members
1	2	3	4	5	6	
						S/he always counted on others while s/he was working
						S/he rarely did his/her work. Other team members usually had to remind him/her to do his/her work
						S/he usually did his/her work. Other team members rarely had to remind him/her to do his/her work
						S/he always did his/her work. Other team members did not have to remind him/her to do his/her work

Team member						Assess your friend taking into consideration how often s/he participated in the team meetings
1	2	3	4	5	6	
						S/he omitted most of the meetings. S/he did not inform in advance other team members about his/her absences.
						S/he often omitted the team meetings. S/he rarely informed in advance other team members about his/her absences. Często opuszczała/opuszczał spotkania zespołu i rzadko informowała/informował innych, że może być nieobecna/nieobecny
						S/he participated in most of the team meetings and informed in advance the other about his/her absences.
						S/he participated in all the team meetings

3. Put X under the team member's number which describes best his/her attitude to the appraisal of other team members' ideas

Team member						Assess your friend taking into consideration whether s/he listened to other team members
1	2	3	4	5	6	
						S/he talked all the time – nobody could take the floor because of him/her
						S/he usually talked a lot – other team members rarely could take the floor because of him/her
						S/he listened to the other team members but sometimes s/he talked too much
						S/he listened to the other team members and did not dominate in discussions

Team member						Assess your friend taking into consideration the co-operation with the other team members
1	2	3	4	5	6	
						S/he usually agreed with the other team members
						S/he often agreed with the other team members
						S/he rarely agreed with the other team members
						S/he never agreed with the other team members

Team member						Assess your friend taking into consideration how s/he took decisions
1	2	3	4	5	6	
						S/he usually accepted ideas, solutions suggested by the other team members
						S/he was often passive instead of weighing the pros and cons
						She usually took into consideration all opinions of the team members
						S/he always helped the team take the correct decision

Source: Internal materials of University of New Mexico.

Tabel 44. Project team evaluation.

Legend: **1 = very poor, 2 = poor, 3 = average 4 = better than average 5 = excellent**								
Item no .	**Description**							**Commentary**
1	S/he finishes the tasks on time	5	4	3	2	1	N/A	
2	S/he comes to meetings on time and stays till the end	5	4	3	2	1	N/A	
3	S/he makes a positive contribution	5	4	3	2	1	N/A	
4	S/he has manual skills	5	4	3	2	1	N/A	
5	S/he takes the responsibility	5	4	3	2	1	N/A	
6	S/he makes his/her contribution to work	5	4	3	2	1	N/A	
7	S/he co-operates easily	5	4	3	2	1	N/A	
8	S/he can work under pressure	5	4	3	2	1	N/A	
9	S/he e can communicate in writing	5	4	3	2	1	N/A	
10	S/he can communicate verbally	5	4	3	2	1	N/A	
11	S/he supports other members of the team if they need to	5	4	3	2	1	N/A	
12	S/he good at solving problems	5	4	3	2	1	N/A	
13	S/he co-operates well with subcontractors	5	4	3	2	1	N/A	
14	S/he is a good listener	5	4	3	2	1	N/A	
15	S/he learns fast	5	4	3	2	1	N/A	
16	S/he is a good independent worker.	5	4	3	2	1	N/A	
17	S/he takes initiatives	5	4	3	2	1	N/A	
18	S/he is solid	5	4	3	2	1	N/A	
19	S/he does high quality work	5	4	3	2	1	N/A	
20	S/he copes with conflicts	5	4	3	2	1	N/A	
21	S/he stands up to criticism	5	4	3	2	1	N/A	
22	S/he is well-organized	5	4	3	2	1	N/A	
23	S/he is professional	5	4	3	2	1	N/A	
24	I am going to work with you in future	5	4	3	2	1	N/A	
Other commentaries								

Source : Internal materials of Key Consulting Inc.

6. The transversal competencies of a manager of the cross-border projects

The role of a project manager generally comes down to the activities enabling to achieve the project goals for the project duration and applying the defined resources. A project manager is responsible for: forming a team, integration of workers from different departments of an institution and external contractors, the prompt completion of project sub interventions and a project budget as well. Permanent monitoring and coordination of project task implementation lie within the project manager's competencies as well as fast reaction to every irregularity. The project manager's competencies include knowledge (qualifications), skills (ability to perform tasks) and appropriate personality traits[103].

The desirable traits of a manager of cross-border projects implemented in Polish-Czech borderland – in the Euroregion Śląsk Cieszyński-Těšínské Slezsko are similar to the above mentioned universal traits. But there some of them which single him/her out of other project managers due to the specificity of cross-border projects and the implementation regions. The chapter below presents some basic competencies of a project manager which have been compared to some basic competencies of a global (and transnational) project manager and a cross-border project manager as well. An attempt to create a model of transversal skills of a manager of cross-border projects implemented in the Euroregion Śląsk Cieszyński-Těšínské Slezsko, has been made in the chapter

6.1. The basic skills of a project manager

H. Kerzner has marked out the traits which predispose people to be managers, they are as follows[104]:

1. Hard skills:
    - clarifying a project;
    - ability to solve problems;
    - project management;
    - knowledge of economic laws;
    - technical skills and factual knowledge.
2. Soft skills:

[103] B. Kożuch, K. Sienkiewicz-Małyjurek, *Kompetencje menedżerskie i czynniki sukcesu w zarządzaniu projektami* (Managerial competencies and success factors in project management), [in:] ed.: T. Listwan, *Społeczne problemy zarządzania projektami* (Social problems of project management), Przedsiębiorczość i zarządzanie(Business and management), vol. XIV, brochure 11, part I, Społeczna Akademia Nauk (University of Social Science), Łódź 2013, pp. 108-109.

[104] H. Kerzner, *Advanced Project Management. Polish edition*, Publ. Helion, Gliwice 2005, p. 355.

- leadership;
- ability to take wise decisions;
- flexibility;
- knowledge of a firm and a sector;
- reliability;
- ability to communicate effectively;
- ability to integrate a team.

3. Attitude:
   - objectivity;
   - responsibility;
   - adherence to the processes.

The knowledge is defined as all what a project manager knows about applying processes, tools and techniques during project implementation[105]. PMI(Project Management Institute) standards in the scope are contained in the nine knowledge areas[106]:

1. Project integration management – developing a project charter and making a project management plan, implementing and managing a project, monitoring and controlling, completion of a project or one of its phases.
2. Project scope management – requirement analysis, defining, verifying and controlling the scope of a project.
3. Project time management – defining the activities and their sequences, estimation of project duration and some resources indispensable for implementation of project activities, drawing out the schedule of project activities and controlling it.
4. Project cost management – cost estimation, drawing up and controlling a project budget implementation.
5. Project quality management – drawing up a quality plan and controlling its execution.
6. Project human resources management – defining the needs for human resources, recruiting qualified staff in accordance with the needs, building and managing a project team.

[105] K. Dziekoński, A. Jurczuk, *Kompetencje osobowościowe lidera projektu* (Personal competencies of a project leader), [in:] ed.: T. Listwan, *Społeczne problemy zarządzania projektami* (Social problems of project management), Przedsiębiorczość i zarządzanie (Business and management), vol. XIV, brochure 11, part I, Społeczna Akademia Nauk (University of Social Science), Łódź 2013, p. 41.

[106] *A Guide to the Project Management Body of Knowledge*, *PMBOK® Guide, Fourth Edition, An American National Standard ANSI/PMI 99-001-2008*, Project Management Institute, Newtown Square, 2008.

7. Project communications management – identification of stakeholders, drawing up a communications plan, spreading information, managing the stakeholders' expectations, managing the results.
8. Project risk management – drawing up risk management plan, risk identification, quantitative and qualitative risk analysis, preparing some preventive activities, risk monitoring and risk controlling.
9. Project procurement management – planning, managing procurements.

IPMA's (International Project Management Association) approach to project management is broken down into 46 competence elements, covering the technical competence for project management (20 elements), the professional behaviour of a project manager (15 elements) and the relations with the context of the projects, programmes (11 elements)[107]. The table below shows them

Table 45. The list of project management competence according to IPMA (International Project Management Association).

Technical competencies[108]	Behavioural competencies[109]	Contextual competencies[110]
1. Success in project managing	1. Leadership	1. Project orientation
2. Stakeholders	2. Engagement and motivation	2. Programme orientation
3. Project requirements and aims	3. Self-control	3. Portfolio orientation
4. Risk: threats and opportunities	4. Assertiveness	4. Implementation of project, programme and port folio managing system
5. Quality	5. Relaxation	5. Permanent organization structures
6. Project organization	6. Openness	6. Business
7. Teamwork	7. Creativity	7. Systems, products and technology
8. Problem solving	8. Results orientation	8. Human resources management
9. Project structures	9. Efficiency	9. Health, security, safety and environment
10. The scope and deliverables	10. Consultation	10. Finance
11. Time and the stages (phases) of a project	11. Negotiation	11. Law
12. Resources	12. Conflicts and crisis	
13. Costs and financial resources	13. Reliability	
14. Procurements and contracts	14. Values appreciation	
15. Changes	15. Ethic	
16. Controlling and reports		
17. Information and documentation		
18. Communication		
19. Initiation		
20. Completion		

[107] *NCB. Polskie Wytyczne Kompetencji IMPA®®*(Polish Guidelines of IMPA® Competencies), *Verion 3.0*, Stowarzyszenie Project Management Polska (Association Project Management Poland), 2009, p. 3.
[108] They include basic elements of project management defined as the hard ones.
[109] They include basic elements of personality competence (conducts and skills) of a Project manager.
[110] They include basic elements concerning to the context of an undertaking. The area includes basic project manager's competencies concerning institution linear management relations and functioning in the institution geared towards undertakings reduction.

Source: *NCB. Polskie Wytyczne Kompetencji IMPA®, Wersja 3.0* [*NCB. Polish IMPA® competence guidelines, Version 3.0]*, Association Project Management Poland, 2009, p. 3.

L. Geoghegan i V. Dulewicz[111] proved significant connection between a project manager's traits and his/her success, in their research. The term 'personality (social) competencies' means complex skills conditioning effectiveness of handling different social situation very well. It is a set of equal social skills which determine effective functioning in specific interpersonal relations. It is emphasized that the combination of the traits enables to succeed in handling social situations. The competencies derive from the personality traits, directly influence on the quality and way of performing some entrusted tasks, condition appropriate functioning in a group, building appropriate relations with other people. The personality competencies are the skills guaranteeing the effectiveness of aims achievement in social situations i.e. during relations with other people[112]. G. Filipowicz[113] suggests the distinct division into personal competencies and social ones. The former – connected with individual implementation of tasks. The level of the competencies influences on general quality of performed tasks – it condition the speed, adequacy and accuracy of performed tasks, and includes:

- striving for the results;
- thinking flexibility;
- willingness to learn;
- creativity;
- analytical thinking;
- organizing own work activities;
- receptivity to changes;
- taking decisions;
- coping with the ambivalence;
- coping with stress;
- problem solving;
- career development;
- self-reliance, independence;
- conscientiousness;
- time management.

[111] L. Geoghegan, V. Dulewicz, *Do Project Managers' Leadership Competencies Contribute to Project Success?*, "Project Management Journal", Vol. 39, No 4., 2008.

[112] K. Dziekoński, A. Jurczuk, *Kompetencje osobowościowe lidera projektu* (Personal competencies of a project leader), [in:] ed.: T. Listwan, *Społeczne problemy zarządzania projektami...* (Social problems of project management), p.42

[113] G. Filipowicz, *Zarządzanie kompetencjami zawodowymi*(Professional competencies management), PWE (Polish Economic Publishing House), Warsaw 2004, pp. 17-22, 36-45.

According to G. Filipowicz social competencies influence on the quality of performed tasks connected with relation with other people. The level of the competencies condition the effectiveness of co-operation, communication or influence on others. There are some examples:

- self-presentation;
- building relations with others;
- sharing the knowledge and experiences;
- identifying with a company;
- written communication;
- communicativeness[114].

6.2. The basic skills of a global (and transnational) project manager

A global manager is a cosmopolitan effective in intercultural communication and intercultural negotiations which has the ability to get the cultural synergy from the diversity.

The term 'global manager' means a manager who being hired by the institution every day meet some representatives of different cultures and s/he copes with the problems resulting from workers multiculturalism.

Apart from the global dimension of such functions like: planning, organizing, motivating and controlling, a global manager must be a global:

- co-ordinator aiming at harmonizing activities carried out in different part of the world;
- communicator competently providing information taking into consideration cultural differences;
- searcher tending to look around for some economic opportunities all over the world;
- architect of global connections networks by using personal and institutional relations and connections.

An effective global leader's traits are as follows:

- cosmopolitanism i.e. receptiveness to cultural differences and abilities to co-operate with people presenting different standards of behaviour, values, expectations and needs;
- sensitivity to cultural problems;
- adaptive abilities;
- permanent craving for knowledge;
- tolerance and receptiveness;
- flexibility;
- cultural synergy.

[114] Ibid.

According to the general directors' opinions the most important global managers' skill at personnel managing is the ability to cope with cultural diversity. The fundamental determinant of effective leadership is emotional intelligence i.e. the awareness of emotional states, the ability to identify people's feelings and needs as well as the capability to establish and maintain relations with people. Apparently even high level of emotional intelligence is not enough to work with the representatives of different cultures[115]. Ch. Harley and S. Ang on the basis of their research, have stated that a global manager should have so called cultural intelligence which consists of three following components[116]:

- cognitive – the ability to identify on one's own the principles applied in a specific culture. It requires thorough analysing the cultural context;
- motivating – people having cultural intelligence are motivated to acquaint themselves with and understand different norms and values of a specific culture and the ensuing behaviour;
- behavioural – the capability to adopt fast typical behaviour and conduct of particular culture in order to establish appropriate relations with some representatives of the culture.

In H. Kerzner's opinion a global project manager has to be able to manage a global environment. The following issues should be taken into consideration[117]:

- a project should be controlled globally it means integrating all team members from different parts of the world;
- integration of various factors should consider the differences resulting from geographical situations e.g. some differences in infrastructures, financial control instruments, communication or controlling the conformity of the actual duration to the schedule. For example in some countries compulsory work time registration can be forbidden or a special permit is needed;
- planning resources application and communication are more complex due to different time zones and geographical dispersal of teams;
- during project implementation the geographical circumstances e.g. different methods of activities in different countries, different ways of co-operation with local suppliers or quality standards should be taken into consideration;
- in the early stage of project implementation the local privacy law and copyright should be taken into consideration as well;
- flexibility is needed because of the local circumstances can cause temporary difficulties which can increase the risk of a project failure.

All the above mentioned issues cause extending project duration and increasing project costs.

[115] M. Rozkwitalska, *Zarządzanie międzynarodowe* International management), Centrum Doradztwa i Informacji Difin Sp. z o.o., (Consultancy and Information Difin Limited liability company), Warsaw 2007, pp. 268-269.
[116] Ch. Harley, S. Ang, *Cultural intelligence. Individual interaction cross culture*, Palo Alto Cs, Stanford 2003.
[117] H. Kerzner, *Advanced Project Management. Polish Edition*…, p. 282.

6.3. The basic skills of a cross-border project manager

During one of the training courses in the Polish-Czech borderland[118], the participants have been asked about some traits of a perfect Polish-Czech cross-border project manager. According to them the perfect Polish-Czech cross-border project manager:

- cannot stand the stereotypes;
- cannot be oversensitive about herself/himself;
- speaks both Polish and Czech fluently and knows history of both countries well;
- is objective;
- has sense of humour;
- is flexible;
- is assertive if needed;
- has to establish relation with people easily
- has the ability to manage people;
- is understanding;
- knows the history;
- knows the procedures applied in projects implementation and financing
- is equable;
- is determined;
- is effective;
- work together with a team;
- is independent, self-reliant;
- learns new things willingly;
- is a good psychologist;
- respects people;
- understand people;
- is consistent;

[118] The training course was organized by Institute EuroSchola (CZ) and Association of Development and Regional Co-operation „Olza" (PL) within PAT-TEIN project TEIN (Professionalizing actors of transfrontier cooperation) - Adaptation of selected tools within the Transfrontier Euro-Institut Network) in 27th to 28th February 2014 in Jablunkov (CZ). It was addressed to training personnel (theoreticians and practitioners) specializing in Polish-Czech cross-border issues (the participants represent among the others the University of Silesia, Faculty of Ethnology and Educational Science and Pedagogical Centre for Polish Minority Schools Český Těšín).

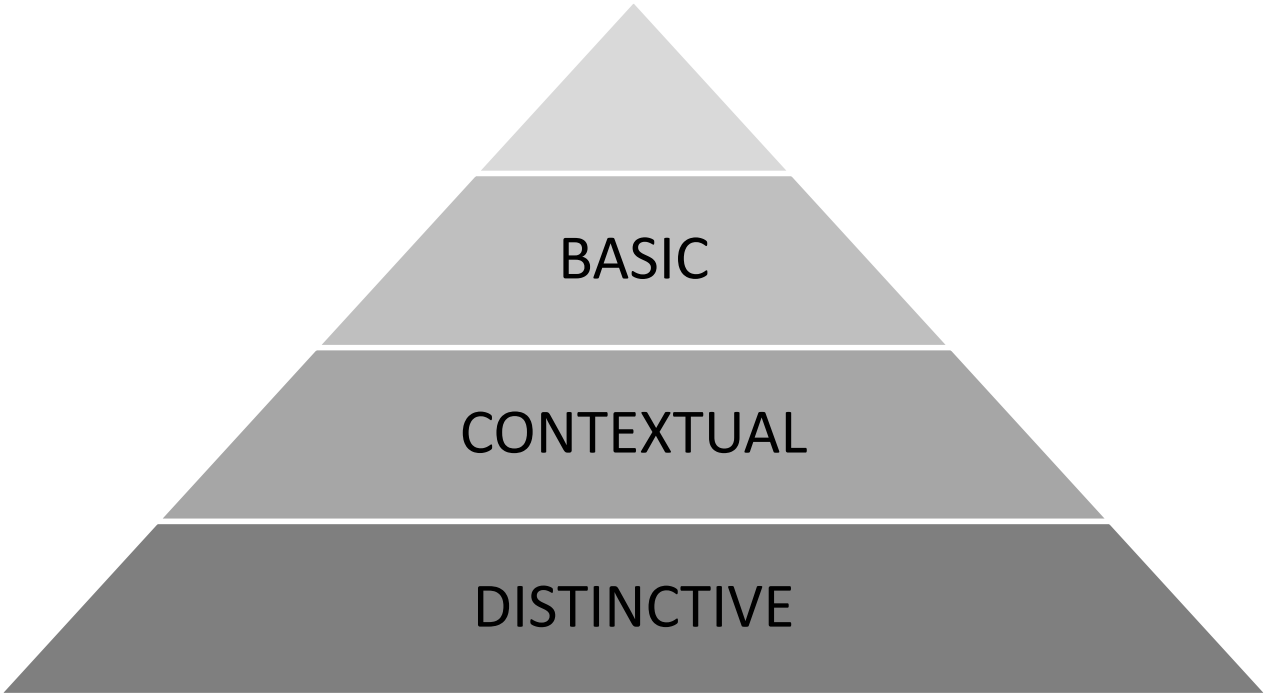
- is charismatic – can influence on people
- is a visionary;
- has organizational skills;
- can manage the time;
- is emphatic;
- is a good listener;
- has proactive attitude.

6.4. A „model" of the transversal skills of cross-border project manager in the Euroregion Śląsk Cieszyński-Těšínské Slezsko

The competencies perceived as a multidimensional formation consisted of various components (attitudes, knowledge, skills, traits or social roles) often refer to the conception of L.M. and S.M. Spencer[119] who have perceived them as some components of an iceberg where only one part is visible (e.g. skills) but the other (like traits) requires to apply some advanced diagnostic methods to be identified. The influence of the conception is discernible in the models of hierarchical management competencies. In the model presented by R. Viitala[120] the base is made by so called interpersonal competencies determined by internal personality attributes of an individual, they are difficult to measure and long-lasting and on the top of the model there are technical competencies easy to notice as well as changeable and easy to develop[121]. R. Viitala's model has become an inspiration for a "model" of transversal competencies of a cross-border project manager in the Euroregion Śląsk Cieszyński-Těšínské Slezsko (fig. 2).

[119] L.M. Spencer, S.M. Spencer, *Competence at work*, Wiley, New York, 1993.
[120] R. Viitala, *Perceived development needs of manager compared to an integrated management competency model*, "Journal of workplace learning", 17, 7/8, 2005, p. 439.
[121] A. Springer, *Kompetencje wymagane wobec kierowników zespołów projektowych – ocena potencjału pracowników*, (Competences Required from Project Team Managers – Evaluation of the Employees' potential) [in:] ed.: T. Listwan, *Społeczne problemy zarządzania projektami* (Social problems of project management), Przedsiębiorczość i zarządzanie (Business and management,) vol. XIV, brochure 11, part I, Społeczna Akademia Nauk (University of Social Science), Łódź 2013, p. 198.

Fig. 2. The hierarchical model of the transversal competencies of a cross-border project manager in the Euroregion Śląsk Cieszyński-Těšínské Slezsko.



Source: the authors' elaboration

In the presented model the basis is made by some distinctive competencies determined by some contextual competencies resulting from the character and specificity of the borderland and on the top there are some basic competencies easy to gain and develop.

Table 46. The list of the transversal competencies of a cross-border project manager in the Euroregion Śląsk Cieszyński-Těšínské Slezsko

Basic competencies	Contextual competencies	Distinctive competencies
1. the ability to manage project integration 2. the ability to manage a project scope 3. the ability to manage project time 4. the ability to manage project costs 5. the ability to manage project quality 6. the ability to manage human resources 7. the ability to manage project communication	1. the knowledge of the borderland geography 2. the knowledge and understanding the borderland history 3. the knowledge and understanding the borderland culture 4. the knowledge and understanding the borderland religion 5. speaking the language spoken in the borderland 6. the knowledge of the organization systems of both countries (state	1. receptiveness to cultural differences 2. the ability to co-operate with people having different standards of behaviour, values, expectations and needs 3.the ability to solve problems and crisis 4.the ability to work under pressure 5. Sensitivity to cultural problems 6. building relations with the others 7. integrating a team

8. the ability to manage project risk 9. the ability to manage project procurements 10. the knowledge of principles, regulations and procedures connected with the funds within the cross-border projects are implemented 11. the knowledge and ability to use the electronic applications designed for preparing some project application forms, monitoring reports and the final ones concerning cross-border projects implementation	representative organs, public administration, territorial structures) 7. the knowledge of some issues concerning legal systems of the bordering countries 8. the knowledge and understanding the legal basis regulating cross-border co-operation as well as the structures responsible for the co-operation 9. acquainting people and institutions – the leaders of cross-border co-operation in the region having the real influence on it 10. the knowledge and understanding social and economic potential of the borderland 11. the knowledge and understanding the problems and barriers limiting the cross-border co-operation	8. the ability to adopt 9. permanent craving for knowledge 10. tolerance and receptiveness 11. flexibility 12. assertiveness 13. empathy 14. respect 15. creativity 16. consulting 17. responsibility 18. equable 19. commitment and motivation 20. cannot be oversensitive about herself/himself 21. understanding 22. neutrality 23. the ability to listen to the other 24. learning new things willingly 25. value added 26. getting the cultural synergy 27. being guided by ethics 28. the ability to communicate effectively 29. the ability to anticipate 30. proactive attitude

Source: the authors' study based on: H. Kerzner, *Advanced Project Management. Edycja polska*, Publ. Helion, Gliwice 2005, pp. 282, 355; *A Guide to the Project Management Body of Knowledge, PMBOK® Guide*, Fourth Edition, An American National Standard ANSI/PMI 99-001-2008, Project Management Institute, Newtown Square, 2008; *NCB. Polskie Wytyczne Kompetencji IMPA®, Version 3.0*, Association Project Management Polska, 2009, p. 3; G. Filipowicz, *Zarządzanie kompetencjami zawodowymi*, PWE, Warsaw 2004, pp. 17-22, 36-45; M. Rozkwitalska, *Zarządzanie międzynarodowe*, Consultancy and Information Centre Difin Sp. z o.o., Warsaw 2007, pp. 268-269; The results of an exercise performed among the training personnel (theoreticians and practitioners) specializing in Polish-Czech cross-border issues within PAT-TEIN project (Professionalizing actors of transfrontier cooperation) - Adaptation of selected tools within the Transfrontier Euro-Institut Network; Guidelines for applicants. *Micro-projects Fund in the Euroregion Śląsk Cieszyński-Těšínské Slezsko within the Cross-border Cooperation Operational Programme between the Czech Republic and Poland for the period 2007-2013*, 3rd March 2008, the questionnaire survey concerning cross-border co-operation between some institutions from Jastrzębie-Zdrój (PL) and Karvina (CZ) and Havířov (CZ) representing the following sectors: culture, education, tourism, sport, recreation, economy, enterprise and public safety (the barriers in Polish-Czech co-operation and the ways of overcoming them) as well as possibilities of the cross-border co-operation development. The questionnaire survey was conducted by the personnel of Association of Development and Regional Co-operation „Olza" in July and August 2011.

Conclusion

The character of the project management in borderlands is special. Apart from a fundamental dimension related to a technical part of planning and implementing some undertakings it also concerns sensitivity of social relations caused by complexity and specific features of a cross-border region. Inter-cultural competencies of project managers play the key role in the process of project management in borderlands. They enable the managers to work efficiently – means not only in accordance with the defined goals, activities, indicators and policies but also getting out synergy from cultural differences, co-operation, lifelong learning and submitting value added. The authors of the publication meant it as practical supportive form of a tool for a cross-border project managing staff as well as the members of project teams in the Euroregion Śląsk Cieszyński-Těšínské Slezsko.