

# STRATEGY OF INTEGRATED COOPERATION ON CZECH-POLISH BORDER 2014-2020



CZ.3.22/3.1.00/11.02547

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The analytical part of the Polish territory of the project



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## 1 Preface

Strategy of integrated cooperation on Czech-Polish border 2014-2020 is a main result of the project financed by Poland-Czech Republic Cross-border Cooperation Operational Programme 2007-2013 registered under the number CZ.3.22/3.1.00/11.02547. The Strategy is designed for territories of project partners, which in alphabetical sequence are: the Association of Polish Communities of the Glacensis Euroregion, the Association of Polish Communities of the Neisse Euroregion, the Euroregion of borderland areas of the Czech Republic, Moravia and Kłodzko Land - Glacensis Euroregion, the Hradec Králové Region as the Lead Partner, the Liberec Region, the Lower Silesian Voivodeship, the Neisse Euroregion, the Olomouc Region, the Pardubice Region.

The Czech-Polish border, despite the long common history has compromised the continuity of the mutual communication and cooperation mainly because of the events of the twentieth century. In the past, however, it was the culturally and economically significant European region designated by the triangle of important centers: Prague, Dresden, Wrocław, and also the industrial area of northern Moravia and Upper Silesia. Displaced populations after the II World War had the biggest impact in terms of mutual contacts. After the fall of communism in the countries of Central and Eastern Europe closer links began to establish between the Czech and Polish side, initially mainly in the field of trade (different prices and availability of goods, etc.). In subsequent years, initiatives began to wake up also aimed at closer cooperation of communities and residents on both sides of the border. Joint plans appeared mainly in the fields of infrastructure, tourism and cultural cooperation. Following the entry of both countries to the European Union it was opened up another area for cooperation. Grant programs enabled the financial support of joint projects, the opening of easier cross-border movement of people and goods between the two countries. The full potential of the cross-border cooperation is still not possible at this time to use.

This strategic document is an expression of the common will of the project partners, after the joint international strategic planning, finding common priorities and achieving common goals through the implementation of various joint actions and projects that have the potential for sustainable development of the partners territories. The secondary effect of the creation of this document is to exchange experiences, mutual knowledge, promote good practice, creating a network of key players and deepening cross-border cooperation between the two nations during its creation.

The strategy is one of the activities implementing the long-term goal of the partners, which is to institutionalize cooperation by striving to establish a common European Grouping of Territorial Cooperation (EGTC) as a more sophisticated dimension of cooperation with high added value.

The electronic version of the document and the other results of the project are available on the website [www.4cbc.eu](http://www.4cbc.eu)

The terms "region" and "territory" means in this document the area assigned to the administrative boundaries of all project partners.

## 2 Strategy creation methodology

Methodology of the strategy creation has been approved by the project team at the beginning of the project. The strategy stages have been commented by the project and expert team. Development took place in a few blocks.

### Development and validation of the creation methodology

- Finding a set of statistical indicators available for the NUTS III level both in Czech and Polish statistics
- Proposals of logically linked steps and approval of the methodology by the project team

### Analytical works separate for The Czech and Polish territory

- Socio-economic analysis
- Analysis of the stakeholders and their needs related to the strategy using a survey
- Analysis of funds absorption from Poland - Czech Republic Cross-border Cooperation Operational Programme 2007-2013
- SWOT analysis

### Analytical works common for all the territory of the project

- Cross-cutting SWOT analysis for all the region
- Tree of problems
- Convergence matrix of SWOT analysis and tree of aims
- Design phase
  - Mission, vision and global aim
  - Priority zones were combined into strategic areas of cooperation, which are determined by the general strategies, strategic objectives, and these are performed through the actions set out in the Action Plan. Description of activities includes defined typical activities divided into three categories (over-regional, cross-border, individual). Typology is in Annex no. 4.
- Action Plan in the form of project fiches was based on a survey among target groups of the region, and all the project partners involved with the organization of data collection.
- Defining the issue of monitoring the implementation of the strategy

## 3 Analytical Part

### 3.1 SWOT analysis

Analyses of strengths, weaknesses, opportunities and threats were made in two steps. Two SWOT analyses were results of analytical works, one for the territory of the Czech Republic, the second for the Polish territory. Both are part of the annexes No. 1 and No. 2. On their basis the SWOT analysis was prepared for the entire region, which contains the elements common to both preliminary SWOT or clearly dominant in one of them. The proposed strategy applies to the whole territory of the project, which is reflected in the methodology of its creation.

#### Strengths

##### *Localisation and main characteristics of the territory*

- The existence of two functional Euroregions
- The territory is in the large part covered by Voluntary Associations of Communities and Local Action Groups experienced in projects management

##### *Human resources*

- A long life time. A high level of an employment in a processing industry

##### *Business and innovation profile*

- The high number of business players in industry, construction
- The high number of business players in the culture, entertainment and recreation sector
- The existence of intermediary operators in R & D in the region (technological parks, business incubators, technology transfer centers)
- Increasing the number of posts for Research and Development
- The implementation of significant infrastructure R & D projects
- The conceptual approach of the self-governments to the evolution of the regional research and innovation systems

##### *Tourism*

- Particularly touring attractive mountain areas almost everywhere in the border region
- The existence of important spa centers with the specialist healthcare
- The large touring traffic
- The high number of cultural and historical monuments in the all border region

##### *Natural environment*

- Emission reduction in the region
- Improving the quality of surface and groundwater, increasing the number waste treatment plants
- Increasing the number of residents that have homes connected to public water-supply systems
- The high degree of legislation protection of lands, including the KARKONOSZE NATIONAL PARK and NATURA 2000



#### *Transport infrastructure*

- A dense network of roads and rails on the monitored area
- Good working and constantly developing integrated transport systems in the region
- The Trans-European transport networks running through the region
- The existence of international public airport in Pardubice

#### *Public services*

- A dense network of primary and secondary schools
- The existence of some Regional Universities with the rich directional offer
- A working network of healthcare facilities in all the region
- The presence of highly specialized medical centers
- The professional integrated rescue system
- The better residents health state estimated on the basis of the lower number of hospitalized people in comparison with the Czech Republic

#### *Analysis of the absorption capacity of the region*

- The highest demand for grants from the Czech Republic - Poland Cross-border Cooperation Operational Programme for the projects implementation in the Czech part of the region is in the Hradec Králové Region (436), where the completed projects received a grant of nearly half of all the grant for the region (49.0%, € 49.2 million); whereas in the Polish part of the region in the Wałbrzych subregion (25.4% for axis 1; 22.4% for axis 2 and 7.9% for axis 3)
- The relatively high efficiency of the implementation of projects under the Czech Republic - Poland Cross-border Cooperation Operational Programme, the Priority axis 3: Support for Cooperation among Local Communities (73.1%)
- The high efficiency of grants receiving in the Priority axis 1 of the Czech Republic – Poland Cross-border Cooperation Operational Programme in the Polish part of the region

#### **Weaknesses**

##### *Localisation and main characteristics of the territory*

- Significant distances and historical and cultural differences between edges parts of the region
- Constantly visible legacy of people displaced from border lands in the field of cultural integrity and community
- Very uneven settlement structure and business activities in border subregions

##### *Human resources*

- Fragmented settlement structure
- Small percentage of residents with higher education
- The registered unemployment rate above the average level of the Czech Republic (with the exception of the Hradec Králové Region) for the Czech part of the region and above the level of unemployment for the Lower Silesian Voivodeship in the case of the Jelenia Góra subregion and the Wałbrzych subregion
- The outflow of young people from the border areas

##### *Business and innovation profile*

- Insufficient consistency of sphere of research and implementation

- Low total expenditure on research and development in relation to other countries
- Low number of employees in the research and development sector in relation to other countries
- Poor commercial use of the results of research and development
- Region's export dependence from EU countries (mainly from Germany)

#### *Tourism*

- Spatial and seasonal disparities in touring traffic
- Weekly developed touring traffic in the southern parts of the region
- No accommodation facilities network of the highest class as well as compulsory standardization of these objects

#### *Natural environment*

- High production of municipal and commercial waste
- Selective failures when attempting to reconcile the communities development with nature protection

#### *Transport infrastructure*

- Lack of backbone infrastructure of higher-order limiting the transport availability(D11, R35)
- Insufficient technical condition of regional road and rail network
- Inadequate transport services in border areas
- Lack of railway interoperability on the border regional routes (liquidated connections)
- The mountainous nature of the border areas limiting the development of transport infrastructure

#### *Services for people*

- The low number of residents who can operate a computer
- Uneven coverage of social services in the region
- Lack of financial resources and insufficient opportunities of social services institutions
- The plight of middle-aged people in the labour market, leading to a high number of applicants for earlier retirement

#### *Analysis of the absorption capacity of the region*

- The Pardubice Region shows the lowest number of submitted projects (97), It was not submitted project within 5 fields of the support
- Very low effectiveness of implementation of projects submitted under the Czech Republic – Poland Cross-border Cooperation Operational Programme, in the support field: The Threats Prevention =18.8% in the Czech part of the region

### **Opportunities**

#### *Human Resources*

- Improving the educational structure of residents
- Increasing employment in sectors where specialist knowledge is required

#### *Business and innovation profile*

- Development of small and medium-sized enterprises in the less prosperous areas of the region



- Further development of the academic sector with the directions of environmental and technology skills
- Closer cooperation between research and implementation sectors
- Attracting researchers from outside the region
- Supporting the implementation of the national (foreign) investment in the region
- Competitive export to destinations outside the EU
- Increased demand for innovations of companies and public administration

#### *Tourism*

- Marketing co-operation and the creation of joint tourism products with the Polish side
- Development of alternative forms of tourism

#### *Natural environment*

- Increase of the number of protected areas

#### *Transport infrastructure*

- The development of cross-border transportation thanks to accession of both countries to the Schengen Zone
- The access to international transport corridors will enhance the attractiveness of the whole territory
- The development of alternative and non-motorized forms of transport
- The use of European funds for the implementation of cross-border transport projects

#### *Services for people*

- Using the scientific-research potential of universities, including international cooperation
- The development of cross-border cooperation between communities and service providers for the public
- The development of cooperation in the framework of the integrated rescue system

### **Threats**

#### *Localisation and main characteristics of the territory*

- Increasingly peripheral character of border regions affected by structural problems

#### *Human resources*

- The deterioration of the age structure of the population. Demographic aging of population
- Getting smaller share of economically active population (with the exception of the Liberec Region)
- Increase of employment in sectors with low added value (not requiring knowledge or skills)
- Continuous mismatch between the demands of the labor market and the offer of skilled labor

#### *Business and innovation profile*

- The instability of the external macro-economic environment and financial markets
- The outflow of skilled workers (primarily from the research and development sector) of the Czech part of the region to rapidly developing lands of the Czech Republic
- The decline in foreign demand for exports from the region

#### *Tourism*

- Increasing the competitiveness of other touring attractive places in Europe or in Central Europe

#### *Natural Environment*

- Consistently high load by the emission of basic pollutants in the Pardubice Region (SO<sub>2</sub>, CO, NO<sub>x</sub> and solid impurities)
- The problematic development of communities on areas with legally regulated nature protection

#### *Transport infrastructure*

- Delaying the region join to the international corridors (D11 and R11, R35, ...)
- The decline in the importance of passenger and freight rail transport
- The deterioration of the quality of the environment as a result of road transport
- Lack of public funds for the development of transport

#### *Services for people*

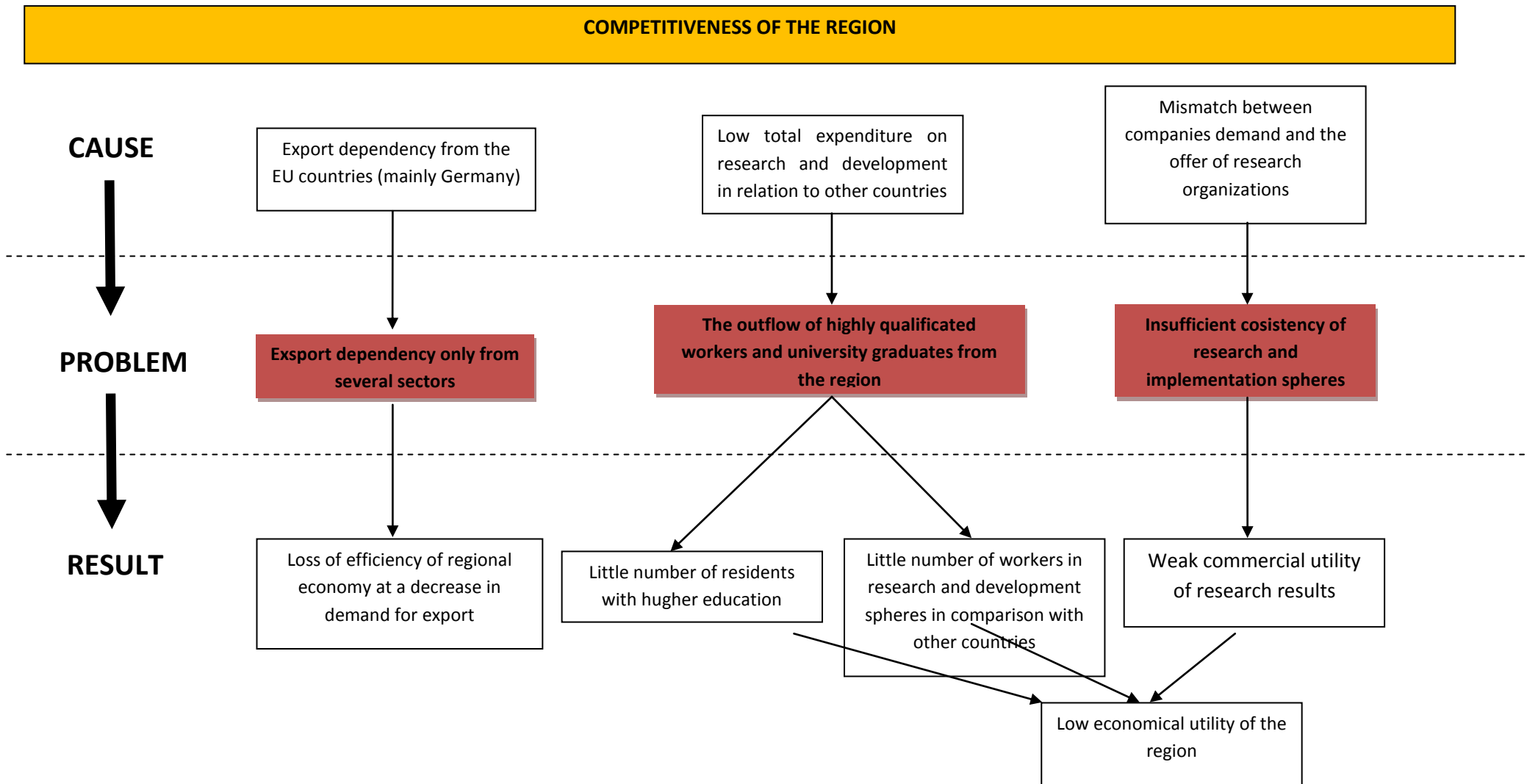
- Reducing the income of local budgets according to the national economic situation
- Need to improve the efficiency of the network of schools as a result of unfavorable demographic situation
- The outflow of doctors and medical staff because of dissatisfaction with salaries

### **3.2 Conclusions from the questionnaire survey in terms of the European Grouping of Territorial Cooperation (EGTC)**

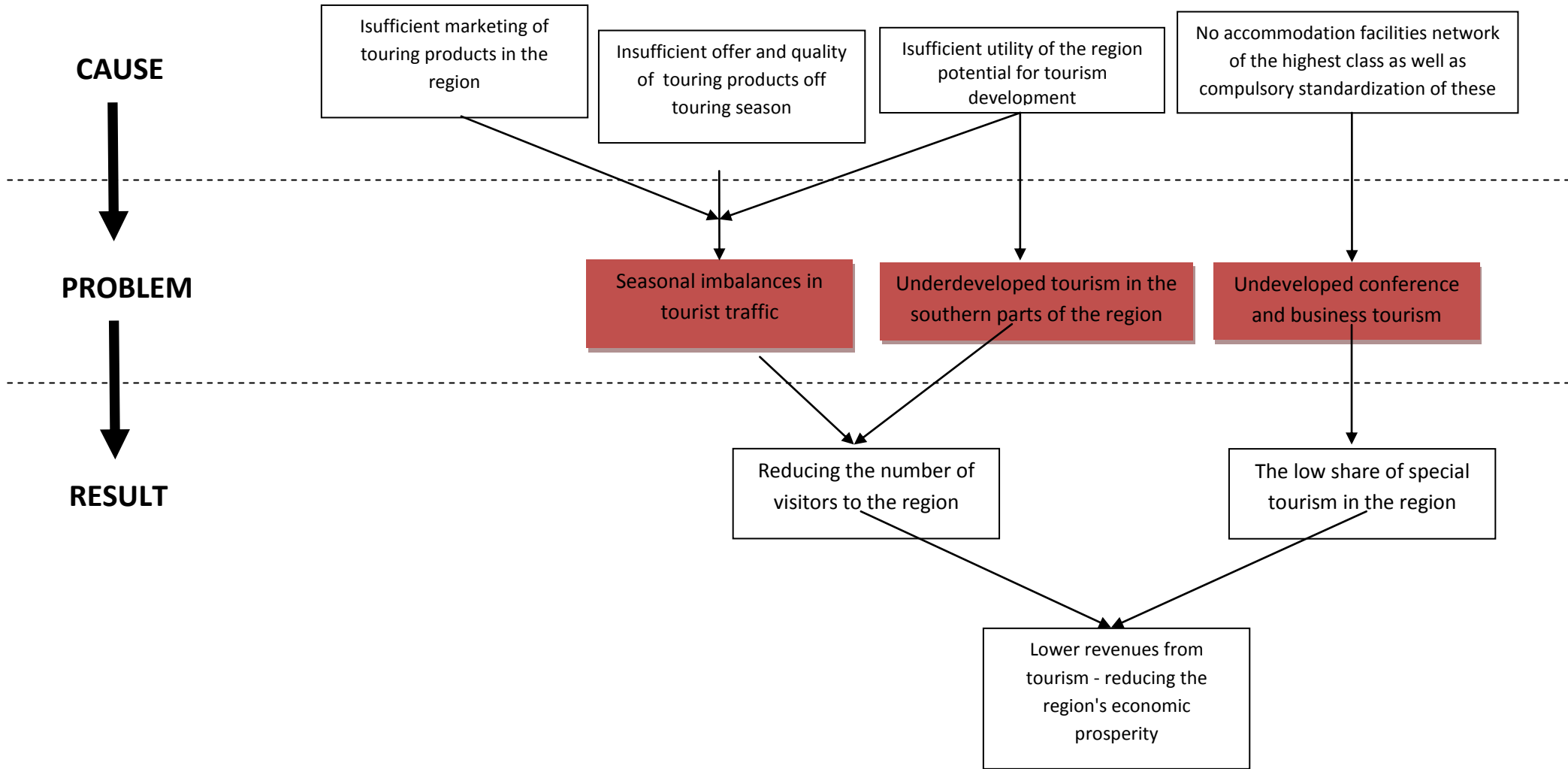
This chapter contains the main conclusions of the respondents of the survey research conducted as part of the analytical part of the strategy, regarding the EGTC.

- The advantage of the EGTC establishment will be easier creation of joint projects (EGTC acts on behalf of all its members), as well as a common presentation (eg. In the area of tourism, promotion of entrepreneurship, education, etc.) and generally finding joint solutions to supra-regional issues.
- EGTC disadvantage is its function in the implementation structure of the EU cohesion policy limited exclusively to the role of the applicant. In the case of such a large number of members it is also harder to coordinate actions and set priorities. EGTC work requires the active participation of members and financial resources.
- Strategic areas of cooperation in the framework of a common strategy could be: transport and communication, tourism, protection of residents (emergency management), spatial and strategic planning, as well as culture / recreation, education, environment and innovations.

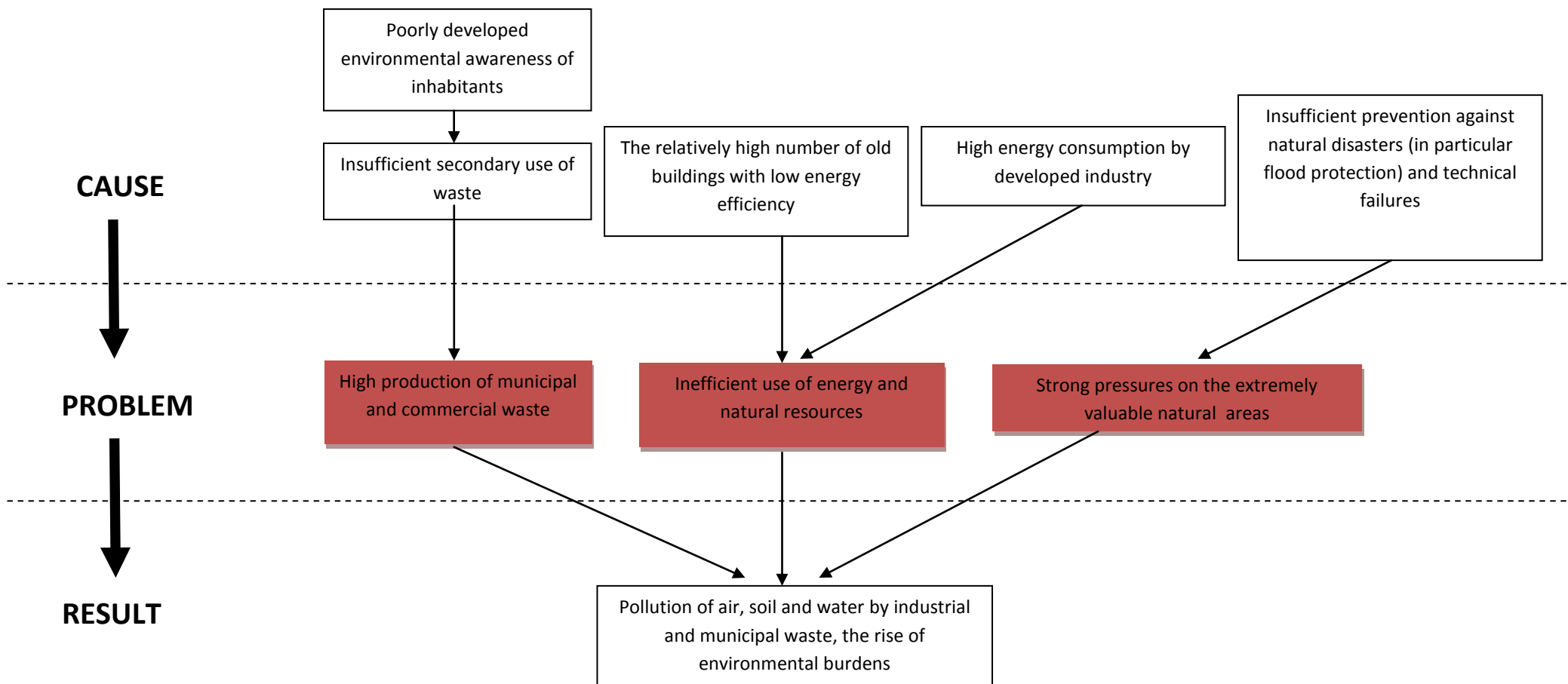
### 3.3 Tree of problems



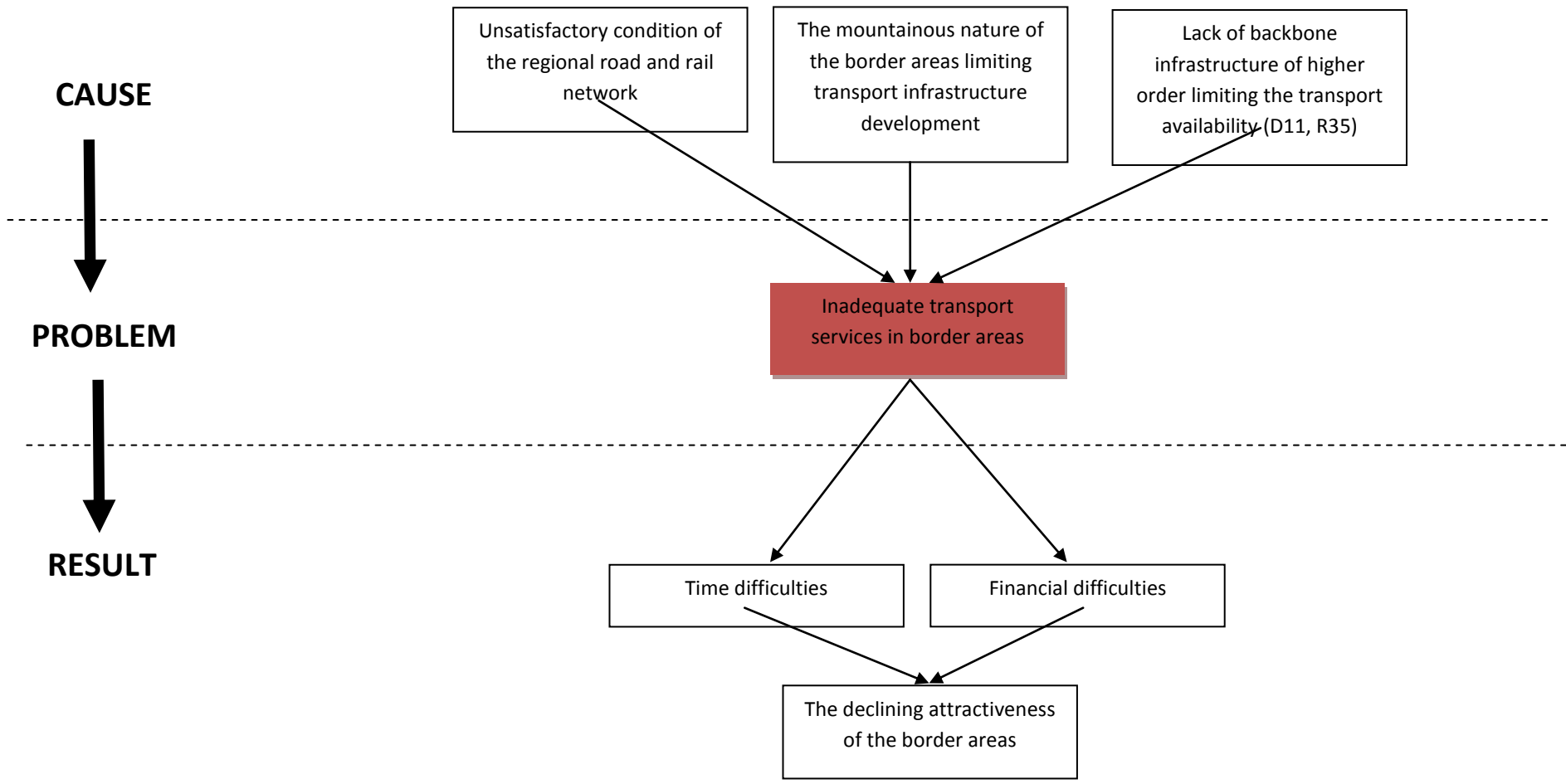
**TOURISM AND RECREATION**



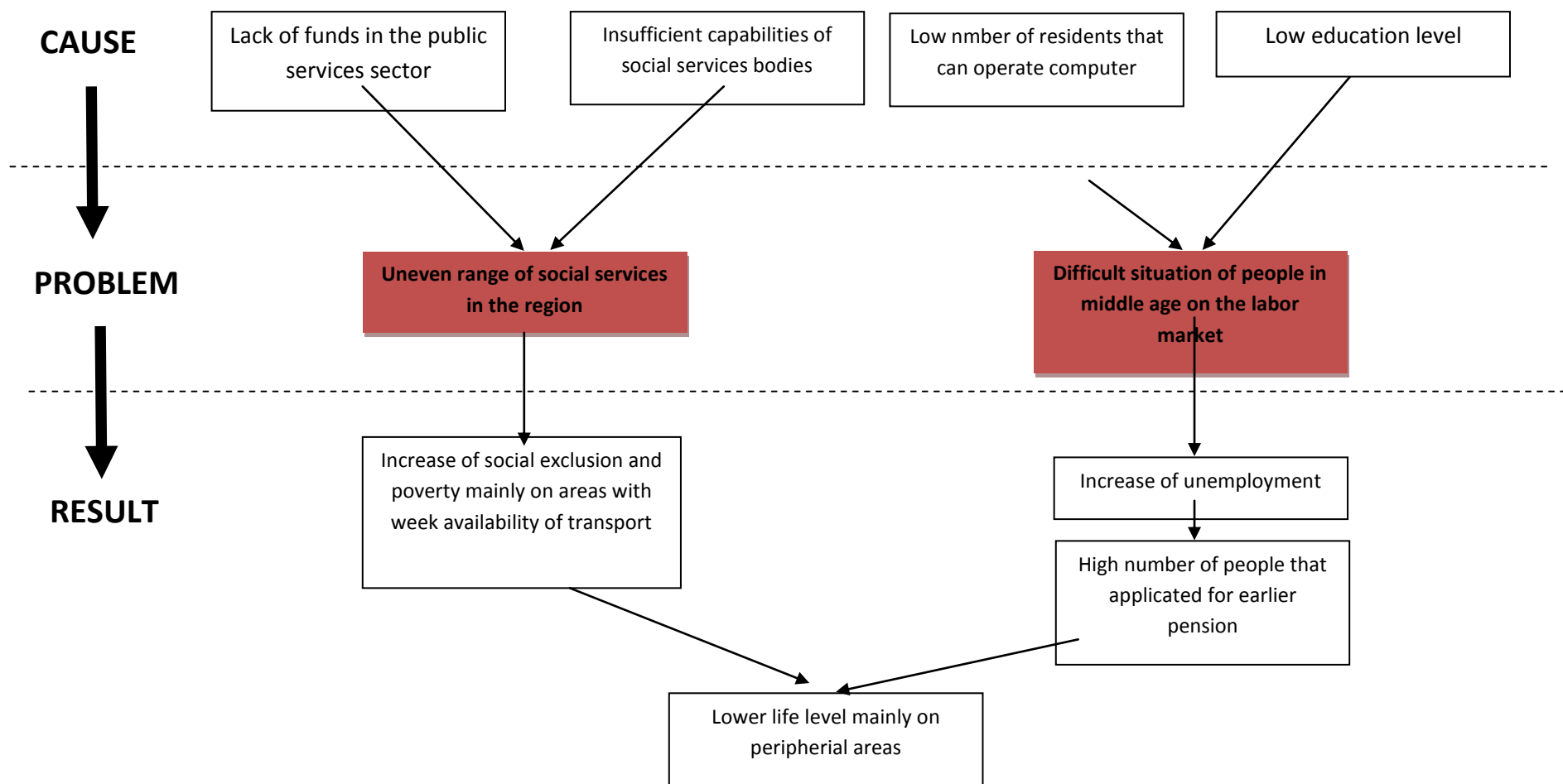
## NATURAL ENVIRONMENT



**TRANSPORT INFRASTRUCTURE**



**SERVICES FOR PEOPLE AND PARTNERSHIP**





## 4 Design phase

### 4.1 Mission

The recovery of the potential of the border regions in order to the sustainable economic, social and cultural development of cities and improve the standard of living of its inhabitants

### 4.2 Vision

Economically and culturally developed Central European region with permanent cross-border links, involving a lively cultural exchange and dynamic cooperation between public authorities, businesses bodies, organizations and concerned residents

### 4.3 Global objective

Competitive region with a healthy environment, advanced infrastructure, high level of education, effective labor market, developed tourism and high levels of public services

Priority spheres/axis were thematically linked in strategic areas, as it is showed in the following table.

Priority spheres/axis	Strategic area of cooperation
Tourism Recreation	1 Tourism and recreation
Infrastructure Natural environment	2 Infrastructure and natural environment
Companies database Research and innovation system Education Labor market	3 Competitiveness
Public services Emergency management Effective public administration Cooperation	4 Public services and partnership

#### 4.4 Tree of strategic areas of cooperation, strategic objectives and actions

Strategic areas of cooperation				
1 Tourism and recreation	2 Infrastructure and natural environment	3 Competitiveness	4 Public services and partnership	
Strategic objectives and actions				
<b>Strategic objective 1.1 High share of tourism in economic dignity of the region</b>	<b>Strategic objective 2.1 Sufficient transport availability and cross-border mobility</b>	<b>Strategic objective 3.1 Competitive economy and developed business community of the region</b>	<b>Strategic objective 4.1 High quality public services and functioning system for threats elimination</b>	
Action 1.1.1 Common tourism marketing	Action 2.1.1. Development of infrastructure and transport network in the region	Action 3.1.1 Supporting and improving conditions for carrying out of business activity	Action 4.1.1 Improving public health and social integration	
Action 1.1.2 Improving quality services in tourism	Action 2.1.2. Supporting cross-regional passengers and freight transport	<b>Strategic objective 3.2 Functional, efficient and innovative research system of the region</b>	Action 4.1.2 Improving state of prevention against threats and improving safety in the region	
Action 1.1.3 Development of tourism infrastructure	<b>Strategic objective 2.2 Health natural environment</b>	3.2.1 Development of research institutions and innovative activity	<b>Strategic objective 4.2 Coordinated developmnet of the region</b>	
<b>Strategic objective 1.2 Rich cultural, sporty and recreation offer</b>	2.2.1 Protection of atmosphere, nature and landscape	Action 3.2.2 Cooperation and internationalization of research institutions and innovative bodies	Action 4.2.1 Effective public administration and management of the region	
Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	Action 2.2.2. Effective using of energy and raw materials resources	<b>Sstrategic objective 3.3 Education system linked with labour market</b>	Action 4.2.2 Development of cooperation and advisory supporting	

<p>Action 1.2.2 Jointly organized cultural and recreation events</p>	<p>Action 2.2.3 Improving of water infrastructure and waste management</p>	<p>Action 3.3.1 Improving a state of education and employment among region residents</p>	
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Strategy of integrated cooperation on Czech - Polish border has specified four strategic areas of cooperation, which implementation as whole task is important for achieving targets of vision, mission and global objective. Every strategic area of cooperation has defined some strategic objectives (2 to 3) describing the target state, which must be achieved in this strategic objective of cooperation.

- **Strategic area of cooperation 1** Tourism and recreation
- **Strategic area of cooperation 2** Infrastructure and natural environment
- **Strategic area of cooperation 3** Competitiveness
- **Strategic area of cooperation 4** Public services and partnership

## 4.5 Strategic area of cooperation no. 1 “Tourism and recreation”

### The general strategy

The general strategy for achieving the objectives of the strategic cooperation area “Tourism and recreation” is the result of the proposition of expert comprehensive SWOT analysis, based on the partial SWOT analysis for the Czech and Polish territory of the project, is the result of specific problematic issues and creation a map of the needs of the key players. In the framework of such approach it was created a matrix of convergences, showing the ratio of the proposed objectives tree and comprehensive SWOT analysis. Convergence strength was evaluated on a scale 0 (x) - weak relationship, 1 (x) - average relationship and 2 (xx) - strong relationship. In summarizing of the strength of links matrix has become the main basis for the creation of an overall strategy. General Strategy defines the main direction of the strategic area of the cooperation “Tourism and recreation” in order to achieve its strategic objectives. On the basis of these data the overall strategy (S-O) was prepared, the substance of which is to enhance the region's strengths in order to use existing and potential opportunities.

**Table 1 The project of general strategy of strategic areas of cooperation**

	Strengths – S	Weaknesses – W
Opportunities – O	<u>SO strategy</u> 2 Infrastructure and natural environment 3 Competitiveness 4 Public Services and Partnership	<u>WO strategy</u> <b>1 Tourism and recreation</b>
Threats – T	<u>ST strategy</u>	<u>WT strategy</u>

The weaknesses of the territory may include spatial and seasonal disparity in the flow of tourist traffic, poorly developed tourism in the southern parts of the region and the lack of a network of accommodation facilities of the highest category. Determining criteria are also significant distances and historical-cultural differences between edges parts of the region and constantly visible legacy in the field of displaced border in the field of cultural integrity and community. A major impetus for achieving the objectives is to use the opportunities, based on marketing cooperation and the establishment of joint touring products with the Polish side together with the possible use of alternative forms of tourism.

**Table 1 Cumulative strength of links between strategic objectives and SWOT**

	S	W	O	T
Strategic objective 1.1 High share of tourism in economic dignity of the region	29	31	18	10
Strategic objective 1.2 Rich cultural, sporty and recreation offer	14	17	8	4

**Table 2 Cumulative strength of links between actions and SWOT**

	S	W	O	T
Action 1.1.1 Common tourist marketing	9	13	5	2
Action 1.1.2 Improving quality services in tourism	11	9	5	4
Action 1.1.3 Development of tourism infrastructure	9	9	8	4
Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	6	8	3	2
Action 1.2.2 Jointly organized cultural and recreation events	8	9	5	2

**Table 3 Convergence matrix of elements of SWOT analysis and actions of strategic area of cooperation 1**

	Action 1.1.1 Common tourist marketing	Action 1.1.2 Improving services quality in tourism	Action 1.1.3 Development of tourism infrastructure	Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	Action 1.2.2 Jointly organized cultural and recreation events
xx strong relationship, x medium relationship, - weak relationship					
<b>STRENGTHS</b>					
The existence of two functional Euroregions	X	x		X	X
A large part of the territory covered by Voluntary Associations of Communities and Local Activity Groups with experience in projects management					X
A high lifespan					
High employment in the processing industry					
The high number of business players in industry, construction					
The high number of operators in the field of culture, entertainment and recreation	X	x	X		X
The existence of intermediaries in R & D in the region					
A growing number of posts for Research and Development					

The implementation of major infrastructure R&D projects					
The conceptual approach of the self-governments to the evolution of the regional research and innovation systems					
Particularly touring attractive mountain areas almost everywhere in the border region	Xx	xx	Xx		
The existence of a major spa centers with specialist care	Xx	xx	Xx		
Large touring traffic	Xx	xx	Xx	X	X
The number of cultural and historical monuments in the entire border region				Xx	Xx
Reducing emissions in the region					
Improving the quality of surface and groundwater, increasing the number of waste treatment plants					
Increasing the number of inhabitants homes connected to the public water-supply system					
High legislative protection of land, including KARKONOSZE NATIONAL PARK and NATURA 2000 network		x	X		
A dense network of roads and rail on the monitored area					
Well-functioning and constantly developing integrated transport systems in the countries		x	X		
Transport Network TEN-T running through the region					
The existence of a public international airport in Pardubice					
A dense network of primary and secondary schools				x	X
The existence of several regional universities with a wide range of courses					
Well-functioning network of health care facilities throughout the region					
The presence of highly specialized medical centers					
The lower number of hospitalized on the Polish side					
Professional integrated rescue system		x			
The relatively high efficiency of the implementation of projects under the Czech Republic – Poland Cross-border Cooperation Operational Programme, priority axis 3					
The advantage of the creation of the EGTC will be easier creation of joint projects, presentations	X			x	X

xx strong relationship, x medium relationship, - weak relationship	Action 1.1.1 Common tourist marketing	Action 1.1.2 Improving services quality in tourism	Action 1.1.3 Development of tourism infrastructure	Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	Action 1.2.2 Jointly organized cultural and recreation events
<b>WEAKNESSES</b>					
Long distances and historical and cultural differences between edges of the region	Xx				Xx
Constantly visible legacy of displaced border in the field of cultural integrity and community	X	x		x	Xx
Very uneven settlement structure and business activities in border subregions	X			xx	
The fragmented structure of the settlement	X				

Insignificant number of people with higher education					
The registered unemployment rate above the average level of the Czech Republic (with the exception of the Hradec Králové Region) for the Czech part of the region and above the level of unemployment in the Lower Silesian Voivodeship in the case of the Jelenia Góra and Wałbrzych subregion		x	X		
Insufficient consistency of research and implementation spheres					
Low total expenditure on research and development in relation to other countries					
The low number of employees in research and development spheres in relation to other countries					
Poor commercial use of research and development results					
Export dependence of the region from the EU countries (mostly Germany)					
Spatial and seasonal disparities of tourist traffic	Xx	xx	Xx	xx	Xx
Underdeveloped tourism in the southern parts of the region	Xx	xx	Xx	x	X
No accommodation facilities network of the highest category and compulsory standardization of these objects	Xx	xx	Xx	x	X
High production of municipal and commercial waste					
Lack of backbone infrastructure of higher order limiting the availability of transport (D11, R35)					
The poor technical condition of regional road and rail network		x			
Inadequate transport services in border areas			X	x	
The mountainous nature of the border areas limiting the development of transport infrastructure	X		X		
The low number of people who can operate a computer					
Uneven coverage of social services in the region					
Lack of financial resources and insufficient opportunities for social services institutions					
The difficult situation in middle age people in the labour market, leading to a high number of applicants for early retirement					
The work of EGTC requires fund and members to be proactive	X				X

xx strong relationship, x medium relationship, - weak relationship	Action 1.1.1 Common tourist marketing	Action 1.1.2 Improving services quality in tourism	Action 1.1.3 Development of tourism infrastructure	Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	Action 1.2.2 Jointly organized cultural and recreation events
<b>OPPORTUNITIES</b>					
Improving the educational structure of inhabitants					
Increasing employment in knowledge-intensive sectors					
Development of small and medium-sized enterprises in the less prosperous areas of the region		x	X		X
Further development of the academic sector with the directions of science and technology skills					



Enhanced cooperation between research and implementation					
Attract researchers from outside the region					
Supporting the implementation of the national (foreign) investment in the region					
Competitive exports to destinations outside the EU					
Increased demand of companies and public administration for innovations					
Marketing cooperation and the creation of joint tourism products	Xx	xx	Xx	x	X
Development of alternative forms of tourism	Xx	xx	Xx	x	X
Increase in the number of protected areas (Small-Scale Protected Areas: in Czech language: MZCHÚ)					
The development of cross-border transportation between the two countries thanks the accession to the Schengen area			X		X
Access to international transport corridors will enhance the attractiveness of the whole territory			X		
The development of alternative and non-motorized forms of transport	X		X		X
Development of cooperation in the framework of the integrated rescue system					
The use of European funds for the implementation of cross-border transport projects					
Realising the potential of research universities, including international cooperation					
The development of cross-border cooperation between communities and service providers for the public				x	

xx strong relationship, x medium relationship, - weak relationship	Action 1.1.1 Common tourist marketing	Action 1.1.2 Improving services quality in tourism	Action 1.1.3 Development of tourism infrastructure	Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation	Action 1.2.2 Jointly organized cultural and recreation events
<b>THREATS</b>					
More and more peripheral character of border regions affected by structural problems			X		X
The deterioration of the age structure of the population. Demographic aging population					
Increasingly lower proportion of economically active population (with the exception of the Liberec Region)		x		x	
Employment growth in sectors with low added value		x			
Continuous mismatch between the demands of the labour market and the offer of skilled labour					
The instability of the external macro-economic environment and financial markets			X		
The outflow of skilled workers (mainly from the research sector) to the rapidly developing countries					
The decrease in foreign demand for exports from the region					
Greater competition from other central European attractive tourist destinations	Xx	xx	Xx		

Consistently high primary pollutant emission load in the Land of Pardubice (SO <sub>2</sub> , CO, NO <sub>x</sub> and solid impurities)					
Problematic development of municipalities in areas with adjustable nature conservation law		x	X		
Delaying the region to join the international corridors					
The decline in the importance of rail passenger and freight transport					
The deterioration of the quality of the environment as a result of road transport					
No public funds for the development of transport					
The reduction in revenues of local budgets according to the national economic situation				x	
The need to improve the efficiency of the network of schools as a result of unfavorable demographic situation					X
The outflow of doctors and medical staff because of dissatisfaction with salaries					

### **Structure of objectives**

The strategic area no. 1 “Tourism and recreation”, which deal with problems of tourism as the factor of country competitiveness and linked cultural, sporty and recreation offer has dedicated two strategic objectives:

- **Strategic objective 1.1** High share of tourism in economic dignity of the region
- **Strategic objective 1.2** Rich cultural, sporty and recreation offer

### **Strategic objective 1.1 High share of tourism in economic dignity of the region**

Tourism is the important sector of countries economy, closely linked with employment. The intensity of touring traffic shows seasonal and spatial disparity. Tourism is less developed outside mountainous parties of the region. The aim is to develop common marketing activities of tourism, touring services providers (including target management and alternative forms of tourism) and building / develop the primary and secondary tourism infrastructure. The objective is to build the image of the region as an important (Central) European site.

#### **Action 1.1.1 Common tourism marketing**

The aim is to improve and standardize marketing in order to reach to the possible widest range of potential visitors from other European countries. Monitored territory needs to determine so interesting and specific attributes, so that it can build on them coherent image of an attractive tourist location and compete with other European regions.

**Table 4 Examples of typical actions**

<b>Type of actions</b>		<b>Examples of actions</b>
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Supporting of development and implementation joint marketing strategies</li> <li>▪ Building compete in Europe uniform tourist brand of Polish – Czech border</li> <li>▪ The creation of joint databases of tourist attractions</li> <li>▪ The joint promotion of the offer of spa centers on the Czech and Polish side of the border</li> </ul>

		<ul style="list-style-type: none"> <li>▪ The creation of joint strategy of tourism development</li> <li>▪ Organization of educational seminars, conferences and events about tourism</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Joint advertising campaigns of subjects on both sides of the border</li> <li>▪ Carrying out of analyses of tourism potential on areas along the border</li> <li>▪ The creation of the map of actual tourism state on areas along the border with taking into account ceoss-border impact</li> <li>▪ Cooperation of information centers on both sides of the border</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Publication of multilingual information for tourists</li> </ul>

### Action 1.1.2 Improving services quality in tourism

Services quality plays key role in attendance and satisfaction of visitors to the region. In this sphere, the region has significant reserves which should be used immediately. It is also necessary connection and integration services on both sides of the border, improving the quality of target management in different subregions, as well as the interconnection services providers, use the latest methods and trends both in the areas of human resources, as well as in the field of equipment and technical support.

**Table 5 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Certificates of tourist attractions on the specified territory</li> <li>▪ Jointly education of tourist agents</li> <li>▪ International conferences about tourist</li> <li>▪ Supporting the initiation and creating compatible structures and coordinating management of tourist sites</li> <li>▪ Learning workshops for employees of the tourism sector</li> <li>▪ Inter-regional passenger multimodal ticket</li> <li>▪ Connecting of the common ticket with distribution systems</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Creating the cluster connecting different services in the spa tourism sector</li> <li>▪ Connecting of localizations management</li> <li>▪ Creating common regional products</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Use of modern means of communication in tourism services</li> </ul>

### Action 1.1.3 Development of tourism infrastructure

The aim is to build, extend and improve the quality of the primary and secondary tourism infrastructure. These reference to both the objects of accommodation and nutrition and to the same attractiveness of different paths, trails, sports and recreational facilities, but also the cultural and historical (or their facilities and equipment) with the potential for further development of tourism as

an economic sector and an important sector in terms of employment in the region. Tourism infrastructure in the region is very unevenly developed, does not reflect the real potential of the tourist area, and also takes part in a non-uniform loading of the environment. These disparities can be alleviated by supporting relevant projects.

**Table 6 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Comprehensive development projects for important tourist locations</li> <li>▪ Important investments in infrastructure in tourist centers (ropeways, sport centers, etc.)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Monitoring of pathways, bicycle pathways, cross-country skiings and others</li> <li>▪ Extension of coordinated activities in protected areas and in their vicinity</li> <li>▪ Protection and restoration of monuments, including sacred objects, fortifications, historical urban and technical complexes, cultural sites, landscapes with cultural character</li> <li>▪ Restoration and modernization of existing hotel facilities of upper categories</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Creating new tourist pathways and modernization of existing pathways</li> <li>▪ Additional building of tourist infrastructure objects in spa communities</li> <li>▪ Building and modernization of accommodation infrastructure linked with the specific form of tourist traffic</li> </ul>

### Strategic objective 1.2 Rich cultural, sporty and recreation offer

The strategic objective is aimed on cooperation development of institutions in the field of culture, sport and recreation, on organization joint cultural and recreation events including joint development of elements of cultural and historical legacy.

#### Action 1.2.1 Development and cooperation of institutions in the field of culture, sport and recreation

The aim is to promote the development of culture, sport and active leisure activities for residents and visitors to the region. Due to the difficult history, the border areas are still in this matter very distant - cooperation in this area is characterized by a large margin. Appropriately targeted support can improve the overall culture of the region and its inhabitants, as well as expand the offer of leisure activities and a secondary effect may also reduce the risk of pathological social phenomena. These activities will also improve the health of residents and improve the attractiveness of the region.

**Table 7 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Joint conferences about development of cooperation in the field of culture, sport and recreation</li> <li>▪ Common marketing and booking portals</li> <li>▪ Complex projects of development of important culture centers</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Significant investments in infrastructure on culture and recreation needs</li> <li>▪ Supporting the establishment of international associations, brands and initiatives</li> <li>▪ Creation of regional brands or cultural institutions networks</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Creation of audio-visual materials and publications about a common cultural and historical heritage of the border areas</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Projects related to the monuments protection, restoration, regeneration, protection against threats</li> <li>▪ Target supporting of selected objects or sites in the processing of the formal application in the matter of inclusion to UNESCO or other lists, etc.</li> </ul>

### Action 1.2.2 Common organization of cultural and recreation events

Organization of cultural and recreational events supports the maintenance of a sense of belonging to the region, improves its image among visitors, increases the cultural level of the residents, as well as supports local business. The aim is to support such activities with a focus on the cross-border effect or activation of actors from both sides of the border, as well as search for new platforms, common interests and cultural similarities on which further actions of this type may be based.

**Table 8 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Joint competitions and awards for actors in the field of culture</li> <li>▪ Organization regular, but constantly developing cultural events with long-term and clear interregional influence</li> <li>▪ Joint sporty events</li> <li>▪ Joint events taking into account residents with disabilities</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Common or road-shows cultural productions</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Projects linked with Wrocław – European Capital of Culture 2016</li> </ul>

## 4.6 Strategic area of cooperation No. 2: Infrastructure and Environment

### The general strategy

The general strategy for achieving the objectives of the strategic cooperation area “Infrastructure and Environment” is the result of the proposition of expert comprehensive SWOT analysis, based on the partial SWOT analysis for the Czech and Polish territory of the project, is the result of specific problematic issues and creation a map of the needs of the key players. In the framework of such approach it was created a matrix of convergences, showing the ratio of the proposed objectives tree and comprehensive SWOT analysis. Convergence strength was evaluated on a scale 0 (x) - weak relationship, 1 (x) - average relationship and 2 (xx) - strong relationship. In summarizing of the strength of links matrix has become the main basis for the creation of an overall strategy. General Strategy defines the main direction of the strategic area of the cooperation “Infrastructure and Environment” in order to achieve its strategic objectives. On the basis of these data the overall strategy (S-O) was prepared, the substance of which is to enhance the region's strengths in order to use existing and potential opportunities.

**Table 9 The project of the overall strategy for the strategic areas of cooperation**

	Strengths – S	Weaknesses – W
Opportunities – O	<u>SO strategy</u>  <b>2 Infrastructure and natural environment</b>  3 Competitiveness  4 Public Services and Partnership	<u>WO strategy</u>  1 Tourism and recreation
Threats – T	<u>ST strategy</u>	<u>WT strategy</u>

Important positive aspects are well-functioning and constantly developing integrated transport systems in areas that use a dense network of roads and railways and several international airports, as well as a corridor running through the region. A significant role in this area plays an increase in the number of inhabitants homes connected to the public water-supply system, an increase in the number of sewage treatment plants and improving the quality of surface water and groundwater. In all the region, emissions are successfully reduced and selected areas (national parks, NATURA 2000 network) are legally protected. At the same time potential growth opportunities of the cross-border transport thanks the two countries accession to the Schengen zone, modernization / building of connections with international corridors should be recognized, used and performed in order to increase the attractiveness of the whole region. An important factor is the promotion of alternative

and non-motorized forms of transport and the use of European funds for the implementation of cross-border transport projects.

**Table 10 The cumulative strength of links between strategic objectives and SWOT**

	S	W	O	T
Strategic objective 2.1 Sufficient availability of cross-border transport and mobility	22	25	20	17
Strategic objective 2.2 Healthy natural environment	30	13	11	13

**Table 11 The cumulative strength of connections between actions and SWOT**

	S	W	O	T
Action 2.1.1. Development of infrastructure and transport networks in the region	11	12	11	8
Action 2.1.2. Supporting interregional passenger and freight transport	11	13	9	9
Action 2.2.1 Protection of the atmosphere, nature and landscape	13	6	5	5
Action 2.2.2. Efficient use of energy and natural resources	8	4	4	4
Action 2.2.3 Improvement of water infrastructure and waste management	9	3	2	4

**Table 12 Convergence matrix of the SWOT analysis elements and actions of strategic area of cooperation no. 2**

xx strong relationship, x medium relationship, - weak relationship	Action 2.1.1. Development of infrastructure and transport networks in the region	Action 2.1.2. Supporting interregional passenger and freight transport	Action 2.2.1 Protection of the atmosphere, nature and landscape	Action 2.2.2. Efficient use of energy and natural resources	Action 2.2.3 Improving of water infrastructure and waste management
<b>STRENGTHS</b>					
The existence of two functional Euroregions			x		
A large part of the territory covered by Voluntary Associations of Communities and Local Activity Groups with experience in projects			x		x



management					
A high lifespan					
High employment in the processing industry		x			
The high number of business players in industry, construction		x			
The high number of operators in the field of culture, entertainment and recreation		x			
The existence of intermediaries in R & D in the region					
A growing number of posts for Research and Development					
The implementation of major infrastructure R&D projects					
The conceptual approach of the self-governments to the evolution of the regional research and innovation systems					
Particularly touring attractive mountain areas almost everywhere in the border region					
The existence of a major spa centers with specialist care					
Large touring traffic	xx		x		
The number of cultural and historical monuments in the entire border region					
Reducing emissions in the region	x		xx	xx	Xx
Improving the quality of surface and groundwater, increasing the number specifying the environment state			xx	xx	Xx
Increasing the number of inhabitants homes connected to the public water-supply system			xx	xx	Xx
High legislative protection of land, including KARKONOSZE NATIONAL PARK and NATURA 2000 network			xx	xx	Xx
A dense network of roads and rail on the monitored area	x	xx			
Well-functioning and constantly developing integrated transport systems in the countries	xx	xx			
Transport Network TEN-T running through the region	xx	xx			
The existence of a public international airport in Pardubice	xx	x			
A dense network of primary and secondary schools		x			
The existence of several regional universities with a wide range of courses					
Well-functioning network of health care facilities throughout the region					
The presence of highly specialized medical centers					
The lower number of hospitalized on the Polish side					
Professional integrated rescue system	x		x		
The relatively high efficiency of the implementation of projects under the Czech Republic – Poland Cross-border Cooperation Operational Programme, priority axis 3					
The advantage of the creation of the EGTC will be easier creation of joint projects, presentations			x		

	Action 2.1.1. Development of infrastructure and transport networks in the region	Action 2.1.2. Supporting interregional passenger and freight transport	Action 2.2.1 Protection of the atmosphere, nature and landscape	Action 2.2.2. Efficient use of energy and natural resources	Action 2.2.3 Improving of water infrastructure and waste management
xx strong relationship, x medium relationship, - weak relationship					
<b>WEAKNESSES</b>					
Long distances and historical and cultural differences between edges of the region					
Constantly visible legacy of displaced border in the field of cultural integrity and community					
Very uneven settlement structure and business activities in border subregions	xx	xx	x	x	
The fragmented structure of the settlement	xx	xx	x	x	X
Insignificant number of people with higher education					
The registered unemployment rate above the average level of the Czech Republic (with the exception of the Hradec Králové Region) for the Czech part of the region and above the level of unemployment in the Lower Silesian Voivodeship in the case of the Jelenia Góra and Wałbrzych subregion					
Insufficient consistency of research and implementation spheres					
Low total expenditure on research and development in relation to other countries					
The low number of employees in research and development spheres in relation to other countries					
Poor commercial use of research and development results					
Export dependence of the region from the EU countries (mostly Germany)					
Spatial and seasonal disparities of tourist traffic		x			
Underdeveloped tourism in the southern parts of the region					
No accommodation facilities network of the highest category and compulsory standardization of these objects					
High production of municipal and commercial waste			xx	xx	Xx
Lack of backbone infrastructure of higher order limiting the availability of transport (D11, R35)	xx	xx	x		
The poor technical condition of regional road and rail network	xx	xx			
Inadequate transport services in border areas	xx	xx			
The mountainous nature of the border areas limiting the development of transport infrastructure	xx	xx	x		
The low number of people who can operate a computer					
Uneven coverage of social services in the region					
Lack of financial resources and insufficient opportunities for social services institutions					
The difficult situation in middle age people in the labor market, leading to a high number of applicants for early retirement					
The work of EGTC requires fund and members to be proactive					

	Action 2.1.1. Development of infrastructure and transport networks in the region	Action 2.1.2. Supporting interregional passenger and freight transport	Action 2.2.1 Protection of the atmosphere, nature and landscape	Action 2.2.2. Efficient use of energy and natural resources	Action 2.2.3 Improving water infrastructure and waste management
xx strong relationship, x medium relationship, - weak relationship					
<b>OPPORTUNITIES</b>					
Improving the educational structure of inhabitants					
Increasing employment in knowledge-intensive sectors					
Development of small and medium-sized enterprises in the less prosperous areas of the region	x			x	
Further development of the academic sector with the directions of science and technology skills					
Enhanced cooperation between research and implementation					
Attract researchers from outside the region					
Supporting the implementation of the national (foreign) investment in the region	x				
Competitive exports to destinations outside the EU	x				
Increased demand of companies and public administration for innovations					
Marketing cooperation and the creation of joint tourism products					
Development of alternative forms of tourism			x		
Increase in the number of protected areas (Small-Scale Protected Areas: in Czech language: MZCHÚ)			xx	xx	Xx
The development of cross-border transportation between the two countries thanks the accession to the Schengen area	xx	xx			
Access to international transport corridors will enhance the attractiveness of the whole territory	xx	xx	x		
The development of alternative and non-motorized forms of transport	xx	xx			
Development of cooperation in the framework of the integrated rescue system					
The use of European funds for the implementation of cross-border transport projects	xx	xx			
Realising the potential of research universities, including international cooperation					
The development of cross-border cooperation between communities and service providers for the public		x	x	x	

	Action 2.1.1. Development of infrastructure and transport networks in the region	Action 2.1.2. Supporting interregional passenger and freight transport	Action 2.2.1 Protection of the atmosphere, nature and landscape	Action 2.2.2. Efficient use of energy and natural resources	Action 2.2.3 Improving water infrastructure and waste management
xx strong relationship, x medium relationship, - weak relationship					
<b>THREATS</b>					
More and more peripheral character of border regions affected by structural problems		x			
The deterioration of the age structure of the population. Demographic aging population					
Increasingly lower proportion of economically active population (with the exception of the Liberec Region)					
Employment growth in sectors with low added value					
Continuous mismatch between the demands of the labour market and the offer of skilled labour					
The instability of the external macro-economic environment and financial markets					
The outflow of skilled workers (mainly from the research sector) to the rapidly developing countries					
The decrease in foreign demand for exports from the region					
Greater competition from other central European attractive tourist destinations					
Consistently high primary pollutant emission load in the Land of Pardubice (SO <sub>2</sub> , CO, NO <sub>x</sub> and solid impurities)			xx	xx	Xx
Problematic development of municipalities in areas with adjustable nature conservation law					
Delaying the region to join the international corridors	xx	xx			
The decline in the importance of rail passenger and freight transport	xx	xx	x		
The deterioration of the quality of the environment as a result of road transport	xx	xx	xx	xx	Xx
No public funds for the development of transport	xx	xx			
The reduction in revenues of local budgets according to the national economic situation					
The need to improve the efficiency of the network of schools as a result of unfavorable demographic situation					
The outflow of doctors and medical staff because of dissatisfaction with salaries					

### The structure of the objectives

Strategic Area no. 2 “Infrastructure and Environment”, which deals with the issues of accessibility / mobility transport in the region and environmental aspects, has designated two strategic objectives:

- **Strategic Objective 2.1:** Sufficient availability of cross-border transport and mobility
- **Strategic Objective 2.2:** Healthy environment

### **Strategic Objective 2.1 Sufficient availability of cross-border transport and mobility**

Suitable transport connection of the region is a key condition for the development of cross-border cooperation and economic and social development of the whole territory. Entry into the Schengen zone has created the basic conditions for the development of cross-border mobility. However, the quality of transport infrastructure and services do not meet the current requirements and the nature of the border regions, which are mostly in mountainous and hilly areas does not improve the situation. Therefore, you should improve the quality of existing networks and to initiate new connections, including the creation of a good offer of transport, which will enable better accessibility of the region and the mobility of residents and visitors, and thus improve the conditions for increasing the use of internal economic potential of the region (in the field of tourism and other sectors of the economy).

### Action 2.1.1. Development of infrastructure and transport networks in the region

The action is aimed at the modernization and development of transport networks and supporting infrastructure. It should be properly planned, coordinated, and implemented the necessary investment in road and rail transport, as well as non-motorized transport sector, which will be environmentally friendly.

**Table 13 Examples of typical activities**

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ The conceptual work on the development of transport infrastructure (research, plans, strategies, etc.)</li> <li>▪ Information and promotion activities for the development of transport infrastructure (conferences, workshops, etc.)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Construction, reconstruction and modernization of transport infrastructure (road, rail, cycling, hiking)</li> </ul>
c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Construction, reconstruction and modernization of transport infrastructure (road, rail, cycling, hiking)</li> </ul>

### Action 2.1.2. Supporting interregional passenger and freight transport

The aim is to improve the inter-regional passenger transport in the framework of the public transport, as well as the development of multimodal / combined transport. Transport services in the region need better coordination and integration of regional actors while striving to minimize the negative impact of transport on the environment.

**Table 14 Examples of typical activities**

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Actions and campaigns for the development of public transport (web, application, leaflets)</li> <li>▪ Support measures for the development of multimodal transport with a focus on greening (seminars, education, lobbying, etc.)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Integration of transport systems and cooperation of carriers within the public transport (joint ticket, consistency connections, timetables, etc.)</li> </ul>

c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Development of integrated transport systems and their interconnectivity</li> <li>▪ Purchase and modernization of public transport</li> </ul>
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## Strategic objective 2.2 Healthy environment

The strategic objective is to protect the atmosphere, nature and landscape, efficient use of energy and natural resources, and improving water infrastructure and waste management.

### Action 2.2.1 Protection of the atmosphere, nature and landscape

The aim is to protect the atmosphere, consisting in reducing emissions and supporting measures to eliminate air pollution. The measure is also aimed at comprehensive protection of nature, landscape and their values, including the preservation of natural diversity, eliminating the devastation of the landscape and increasing environmental awareness of inhabitants through information, education and awareness.

Table 15 Examples of typical activities

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Specialized conferences and seminars in the field of protection of the atmosphere, nature and landscape - the exchange of experience</li> <li>▪ Joint analysis and strategy for reducing emissions in the region</li> <li>▪ Determination / analysis of pollutants contaminating nature and atmosphere</li> <li>▪ Exchange of experiences in reducing the negative impact on the environment and landscape</li> <li>▪ A common approach to protecting the ecosystems and the natural values of the territory</li> <li>▪ Co-operation with active and legal protection of wildlife, including protected areas and Natura 2000</li> <li>▪ Cooperation in the protection of the natural resources of the Karkonosze (Giant) Mountains</li> <li>▪ Environmental education, training and awareness - raising ecological awareness of residents</li> <li>▪ Promotion and information in the field of protection of the environment and landscape</li> <li>▪ Coordinate of compliance with European legislation on the environment</li> <li>▪ Supporting the cooperation between ecological organizations and the public zone</li> <li>▪ Support for business cooperation with environmentalists - the elimination of conflict of interests</li> <li>▪ Information about the possibilities of the use of subsidies in the environment (European and national)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Support for joint efforts to protect the environment, nature and landscape</li> <li>▪ Cross-border cooperation in the field of environmental education, training and awareness - exchange of experience</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Joint promotion of natural values within territory</li> </ul>
c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Support for activities to reduce emissions</li> <li>▪ The maintenance of the quality of the protected area</li> <li>▪ Supporting the effective management of the landscape, preserving biodiversity</li> </ul>

### Action 2.2.2. Efficient use of energy and natural resources

The aim is to mutual cooperation in the use of energy resources and raw materials, including synergy opportunities for the use of renewable and alternative energy sources, in order to transition to a low carbon economy. The aim is to also mutual support and exchange of experience in the energy and natural resources, and information, education and awareness in this regard.

**Table 16 Examples of typical activities**

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Conferences and seminars in the field of energy</li> <li>▪ Joint promotion of the efficient use of energy sources and raw materials</li> <li>▪ Education, information and awareness-raising activities in the field of renewable and alternative energy sources</li> <li>▪ The Joint Strategy in the field of the raw materials and energy</li> <li>▪ The research of potential of renewable and non-renewable sources</li> <li>▪ The conceptual work on the sources of energy and raw materials</li> <li>▪ Identify and develop analysis / research of energy sources and raw materials</li> <li>▪ Exchange of experience - examples of good and bad practices in the energy sources and raw materials</li> <li>▪ Cooperation and information support for European energy law</li> <li>▪ Creating a network of cooperating objects and institutions in the field of energy</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Mutual cooperation in the energy business, distribution of energy and raw materials</li> <li>▪ Supporting measures to improve energy efficiency</li> <li>▪ Supporting the activities of enterprises in the use of energy and raw materials</li> </ul>
c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Supporting the activities of enterprises in the field of renewable energy</li> <li>▪ Support for reducing energy consumption in buildings</li> <li>▪ Support for reducing the energy intensity of economic activity</li> </ul>

### Action 2.2.3 Improvement of water infrastructure and waste management

The aim of the action is the technical protection of the natural environment. It is mainly focused on improving water infrastructure and efficient use of water resources, including caring for their quality. An integral part of the action is the development of infrastructure for sewage treatment plants in order to minimize the impact of pollution on the water. The aim is to enhance and improve the quality of the waste management system, including the improvement of the system and infrastructure for waste segregation and recycling.



Table 17 Examples of typical activities

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Conferences and seminars in the field of water infrastructure</li> <li>▪ The development of cross-border cooperation in the field of water protection and water resources</li> <li>▪ Determination / testing of water resources and their quality</li> <li>▪ A common approach / strategy for the use of mineral, curative and thermal waters</li> <li>▪ Cooperation in the construction and modernization of water infrastructure, including the sewage treatment system</li> <li>▪ Conferences and seminars in the field of waste management</li> <li>▪ Common conceptual work in the field of waste management - Joint Integrated Waste Management Plan</li> <li>▪ Exchange of experience in the field of waste segregation and recycling</li> <li>▪ Information, education and awareness actions in the field of waste management, including waste handling, recycling, waste segregation</li> <li>▪ International and interregional cooperation and good practices in waste management</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Actions on the use of mineral, curative and thermal waters</li> <li>▪ Actions for businesses dealing with waste management - the use of waste, recycling, waste segregation</li> </ul>
c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Improving the quality of surface and groundwater (reduction of waste water discharges direct to earth and water)</li> <li>▪ Protection and efficient use of water resources</li> <li>▪ Development of water infrastructure, including sewage treatment plants - modernization, increased productivity, construction of new infrastructure</li> <li>▪ Increasing the number of sewage treatment plants</li> <li>▪ Protection and efficient use of mineral, curative and thermal waters</li> <li>▪ Action for businesses dealing with waste management - the use of waste, recycling, waste segregation</li> </ul>

## 4.7 Strategic area of cooperation no. 3 “Competitiveness”

### General strategy

The general strategy for achieving the objectives of the strategic cooperation area “The competitiveness” is the result of the proposition of expert comprehensive SWOT analysis, based on the partial SWOT analysis for the Czech and Polish territory of the project, is the result of specific problematic issues and creation a map of the needs of the key players. This approach created a matrix of convergence, showing the ratio of the proposed tree of the objectives and comprehensive SWOT analysis. Convergence strength was evaluated on a scale 0 (x) - weak relationship, 1 (x) - average relationship and 2 (xx) - strong relationship. In summarizing of the strength of links matrix has become the main basis for the creation of an overall strategy. General Strategy defines the main direction of the strategic area of the cooperation “The competitiveness” in order to achieve its strategic objectives. On the basis of these data the overall strategy (S-O) was prepared, the substance of which is to enhance the region's strengths in order to use existing and potential opportunities.

**Table 189 The project of the overall strategy for the strategic areas of cooperation**

	Strengths – S	Weaknesses – W
Opportunities – O	<p><u>SO strategy</u></p> <p>2 Infrastructure and natural environment</p> <p><b>3 Competitiveness</b></p> <p>4 Public Services and Partnership</p>	<p><u>WO strategy</u></p> <p>1 Tourism and recreation</p>
Threats – T	<u>ST strategy</u>	<u>WT strategy</u>

An important positive aspect is the large number of companies in the fields of industry, construction and cultural activities, entertainment and recreation. The important infrastructure R & D projects are implemented, there are support organizations, the type of technology parks, business incubators, technology transfer centers, as well as the growing number of posts for Research and Development. Self-government also regulates the issue of research, development and innovation in their conceptual documents. At the same time it should be recognized, used and performed potential opportunities for development of small and medium-sized enterprises in the economically weaker areas of the region, closer cooperation between research and implementation, further development of the academic sector with the directions of science and technology skills that support the implementation of the national (foreign) investment in the region. An important factor is to attract researchers from outside the region and to help improve the structure of the education of the

residents in order to increase employment in sectors requiring specialist knowledge, preferably in the areas of competitive international exports.

**Table 19 The cumulative strength of links between strategic objectives and SWOT**

	S	W	O	T
Strategic objective 3.1 Competitive economy and developed business environment of the region	15	9	18	10
Strategic objective 3.2 The functional, effective and innovative research system of the region	19	11	17	7
Strategic Objective 3.3 The education system associated with the labor market	12	10	10	14

**Table 20 The cumulative strength of connections between actions and SWOT**

	S	W	O	T
Action 3.1.1 Supporting the business environment and improving conditions of business activities carrying out	15	9	18	10
Action 3.2.1 Development of research organizations and innovative activities	10	5	7	5
Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies	9	6	10	2
Action 3.3.1 Improving education and employment among the inhabitants of the region	12	10	10	14

**Table 21 Convergence matrix of elements of the SWOT analysis and strategic actions of the cooperation area no. 3**

xx strong relationship, x medium relationship, - weak relationship	Action 3.1.1 Supporting and improving conditions of business activities carrying out	Action 3.2.1 Development of research organizations and innovative activities	Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies	Action 3.3.1 Improving education and employment among the inhabitants of the region
<b>STRENGTHS</b>				
The existence of two functional Euroregions				
A large part of the territory covered by Voluntary Associations of Communities and Local Activity Groups with experience in projects management				
A high lifespan				Xx
High employment in the processing industry	xx			Xx
The high number of business players in industry, construction	xx			X
The high number of operators in the field of culture, entertainment and recreation	xx			X
The existence of intermediaries in R & D in the region		xx		
A growing number of posts for Research and Development		xx	Xx	
The implementation of major infrastructure R&D projects		xx	Xx	
The conceptual approach of the self-governments to the evolution of the regional research and innovation systems	xx	xx	Xx	Xx
Particularly touring attractive mountain areas almost everywhere in the border region	x			
The existence of a major spa centers with specialist care	xx	X		
Large touring traffic	xx			
The number of cultural and historical monuments in the entire border region	x			
Reducing emissions in the region				
Improving the quality of surface and groundwater, increasing the number of waste treatment plants				
Increasing the number of inhabitants homes connected to the public water-supply system				
High legislative protection of land, including KARKONOSZE NATIONAL PARK and NATURA 2000 network				
A dense network of roads and rail on the monitored area				
Well-functioning and constantly developing integrated transport systems in the countries				
Transport Network TEN-T running through the region				
The existence of a public international airport in Pardubice				
A dense network of primary and secondary schools				Xx
The existence of several regional universities with a wide range of courses			Xx	Xx
Well-functioning network of health care facilities throughout the region				
The presence of highly specialized medical centers	x	X	X	

The lower number of hospitalized on the Polish side				
Professional integrated rescue system				
The relatively high efficiency of the implementation of projects under the Czech Republic – Poland Cross-border Cooperation Operational Programme, priority axis 3				
The advantage of the creation of the EGTC will be easier creation of joint projects, presentations				

xx strong relationship, x medium relationship, - weak relationship	Action 3.1.1 Supporting and improving conditions of business activities carrying out	Action 3.2.1 Development of research organizations and innovative activities	Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies	Action 3.3.1 Improving education and employment among the inhabitants of the region
<b>WEAKNESSES</b>				
Long distances and historical and cultural differences between edges of the region				
Constantly visible legacy of displaced border in the field of cultural integrity and community				
Very uneven settlement structure and business activities in border subregions	xx			X
The fragmented structure of the settlement	x			
Insignificant number of people with higher education	x	X		Xx
The registered unemployment rate above the average level of the Czech Republic (with the exception of the Hradec Králové Region) for the Czech part of the region and above the level of unemployment in the Lower Silesian Voivodeship in the case of the Jelenia Góra and Wałbrzych subregion	x			Xx
Insufficient consistency of research and implementation spheres			Xx	
Low total expenditure on research and development in relation to other countries		xx	X	
The low number of employees in research and development spheres in relation to other countries		xx		X
Poor commercial use of research and development results	x		Xx	
Export dependence of the region from the EU countries (mostly Germany)	xx			
Spatial and seasonal disparities of tourist traffic				
Underdeveloped tourism in the southern parts of the region				
No accommodation facilities network of the highest category and compulsory standardization of these objects				
High production of municipal and commercial waste				
Lack of backbone infrastructure of higher order limiting the availability of transport (D11, R35)	x			
The poor technical condition of regional road and rail network				
Inadequate transport services in border areas				
The mountainous nature of the border areas limiting the development of transport infrastructure				
The low number of people who can operate a computer				Xx

Uneven coverage of social services in the region				
Lack of financial resources and insufficient opportunities for social services institutions				
The difficult situation in middle age people in the labour market, leading to a high number of applicants for early retirement				Xx
The work of EGTC requires fund and members to be proactive			X	

xx strong relationship, x medium relationship, - weak relationship	Action 3.1.1 Supporting and improving conditions of business activities carrying out	Action 3.2.1 Development of research organizations and innovative activities	Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies	Action 3.3.1 Improving education and employment among the inhabitants of the region
<b>OPPORTUNITIES</b>				
Improving the educational structure of inhabitants	x			Xx
Increasing employment in knowledge-intensive sectors	x	X		Xx
Development of small and medium-sized enterprises in the less prosperous areas of the region	xx			
Further development of the academic sector with the directions of science and technology skills	x	xx	Xx	Xx
Enhanced cooperation between research and implementation	x		Xx	
Attract researchers from outside the region	x	xx	Xx	
Supporting the implementation of the national (foreign) investment in the region	xx			Xx
Competitive exports to destinations outside the EU	xx			X
Increased demand of companies and public administration for innovations	xx	xx	Xx	
Marketing cooperation and the creation of joint tourism products	x			
Development of alternative forms of tourism	x			
Increase in the number of protected areas (Small-Scale Protected Areas: in Czech language: MZCHÚ)				
The development of cross-border transportation between the two countries thanks the accession to the Schengen area				
Access to international transport corridors will enhance the attractiveness of the whole territory	x			
The development of alternative and non-motorized forms of transport				
Development of cooperation in the framework of the integrated rescue system				
The use of European funds for the implementation of cross-border transport projects	x			
Realising the potential of research universities, including international cooperation	x		Xx	X
The development of cross-border cooperation between communities and service providers for the public				

	Action 3.1.1 Supporting and improving conditions of business activities carrying out	Action 3.2.1 Development of research organizations and innovative activities	Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies	Action 3.3.1 Improving education and employment among the inhabitants of the region
xx strong relationship, x medium relationship, - weak relationship				
<b>THREATS</b>				
More and more peripheral character of border regions affected by structural problems	xx			
The deterioration of the age structure of the population. Demographic aging population				Xx
Increasingly lower proportion of economically active population (with the exception of the Liberec Region)	xx	X		Xx
Employment growth in sectors with low added value		X		Xx
Continuous mismatch between the demands of the labour market and the offer of skilled labour	xx			Xx
The instability of the external macro-economic environment and financial markets	xx			
The outflow of skilled workers (mainly from the research sector) to the rapidly developing countries		xx	Xx	Xx
The decrease in foreign demand for exports from the region	xx			
Greater competition from other central European attractive tourist destinations				
Consistently high primary pollutant emission load in the Land of Pardubice (SO <sub>2</sub> , CO, NO <sub>x</sub> and solid impurities)				
Problematic development of municipalities in areas with adjustable nature conservation law	x			X
Delaying the region to join the international corridors				
The decline in the importance of rail passenger and freight transport				
The deterioration of the quality of the environment as a result of road transport				
No public funds for the development of transport				
The reduction in revenues of local budgets according to the national economic situation				
The need to improve the efficiency of the network of schools as a result of unfavorable demographic situation				Xx
The outflow of doctors and medical staff because of dissatisfaction with salaries		X		Xx

### The structure of the objectives

Strategic Area 3 “Competitiveness”, which deals with the issues of entrepreneurship, research, development, education system as factors determining the competitiveness of the territory, has designated three strategic objectives:

- **Strategic Objective 3.1** Competitive economy and developed business environment of the region
- **Strategic Objective 3.2:** Functional, effective and innovative research system of the region
- **Strategic Objective 3.3:** The education system associated with the labor market



### Strategic Objective 3.1 Competitive economy and developed business environment of the region

The strategic objective is focused on the development of the whole conjunctural cycle in the region. In other words, supporting entrepreneurship, business start-ups, the development of cooperation existing companies, their expansion, advice but also the desire to attract interesting investment with high added value from the external environment.

#### Action 3.1.1 Promoting and improving conditions for carrying out of business activities

The action is aimed primarily at enhancing the competitiveness of the economic base and the development of the business environment with a focus on the newly established companies (start-ups), development of existing ones, as well as attracting new investors to the region in sectors with higher added value. Moreover the action covers cooperation supporting and creating companies networks (clusters, technological platforms), umbrella organizations (chambers, associations) and conceptual works of self-governments. The aim is also to various business services, including promotional and marketing tools.

**Table 22 Examples of typical activities**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Business supporting with a focus on the establishment of new enterprises (eg. Coworking)</li> <li>▪ Joint promotion of successful companies and their products / services (trade fairs, exhibitions and events in the region)</li> <li>▪ Exchange of experiences (examples of good and bad practice)</li> <li>▪ Informing entrepreneurs about the possibilities of cooperation in the region (eg. The Enterprise Europe Network)</li> <li>▪ Informing entrepreneurs about the use of IT</li> <li>▪ Coordinate the establishment and cooperation of clusters / technology platforms / chambers of commerce in the region</li> <li>▪ Coordinating investment opportunities (joint presentation of the region to potential investors, taking care of acquired investors)</li> <li>▪ Mediation in business services (education, non-technical competencies)</li> <li>▪ Organization of professional and inter-disciplinary meetings</li> <li>▪ Brownfields and greenfields databases connection</li> <li>▪ Identify the needs of enterprises</li> <li>▪ Granting the award: “EGTC Entrepreneur of the Year”</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Współpraca izb gospodarczych i stowarzyszeń przedsiębiorców</li> <li>▪ Doradztwo dla nowych i istniejących firm (punkty kontaktowe)</li> <li>▪ Parowanie oferty transgranicznej i popytu z wykorzystaniem ICT</li> </ul>
c	The Individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Feasibility study on the revitalization of brownfields in the border area</li> <li>▪ Use cross-border impact range in order to increase companies productivity</li> </ul>



### Strategic Objective 3.2 Functional, effective and innovative research area

The strategic objective is focused on the development of research organizations and innovative activities, or institutions involved in research and development. Speech is not only to support their own research, human resources, but also for internationalization and transfer of knowledge and technology. It is also important to support intermediary organizations, the type of technology parks, business incubators, competence centers and technology transfer centers. With this objective, it is important to link with the parallel concept for 2014-2020, which is eg. a strategy for smart specialization (RIS3) and its specific objectives and priority areas, trends and technologies.

#### Action 3.2.1 Development of research organizations and innovative activities

The aim is to develop research organizations and companies with the strategy of exploiting the results of research that exist in the region. There are also supported self-governments actions in strategic planning, exchange of experiences, events organization, identify potential of research organizations and companies in the region and in promoting bodies that have been successful. Actions of intermediary institutions, of the type of business incubators and accelerators for existing companies, are also subject of the support.

**Table 23 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Promoting cooperation key players (incubators, accelerators)</li> <li>▪ Supporting interregional / international mobility of researchers</li> <li>▪ The connection (RIS3) of innovative strategies EGTC partners (joint projects)</li> <li>▪ The organization of cross-border researchers meetings</li> <li>▪ Exchange of experiences (examples of good and bad practices)</li> <li>▪ The granting of the award “The innovative company”/ “The Innovative Cooperation in the framework of EGTC”</li> <li>▪ Determination of research and innovation companies</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Joint research projects (teams, using resulting achievements)</li> </ul>
c	The individual with the potential impact of cross-border	<ul style="list-style-type: none"> <li>▪ Cross-border technology transfer</li> <li>▪ Conferences and seminars on the scope of cross-border cooperation</li> </ul>

#### Action 3.2.2 Cooperation and internationalization of research organizations and innovative companies

The aim is to strengthen the collaboration between research organizations and companies through contractual or joint research and technology transfer with an emphasis on international cooperation and networking in various forms. Actions of both self-governments and other intermediary institutions that can foster cooperation and internationalization of research organizations and innovative companies in the region are supported.

**Table 24 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ The coordination of cooperation of research organizations and innovative companies (supporting services of the transfer of technology; increasing the degree of crating research results that being practice used)</li> <li>▪ Supporting connections of research institutions and innovative companies to international clusters and to international platforms</li> <li>▪ Supporting the creation of international partnership in order to connect research institutions and innovative companies to international projects (Horizon 2020, Cosme, Object No. 3 of Cohesion Policy)</li> <li>▪ Innovative vouchers in the framework of EGTC</li> <li>▪ Development of intermediary institutions (scientific-technical parks, centers of technology transfers)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Projects of cross-border cooperation of research organizations in the field of education and researches</li> </ul>
c	The Individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Cross-border transfer of technology</li> <li>▪ Conferences and seminars with cross-border span</li> </ul>

### Strategical objective 3.3 The education system associated with labour market

The strategic objective is focused primarily on the development of pre-school education, initial and later education at the appropriate level. The cooperation of educational institutions with employers and other labor market institutions (linking the demand and offer of the labor market, vocational guidance) is supported. In the context of the Czech-Polish it should be encouraged promotion of learning Czech and Polish languages.

#### Action 3.3.1 The improve of education and employment among residents of the region

The aim is to co-operation and development of the educational institutions in the region with emphasis on the linguistic and adapt to the requirements of the labor market. In terms of labor market action is to intensify the cooperation of educational institutions with companies, the cooperation of labor market actors and conceptual work in the field of further education.

**Table 25 Examples of typical actions**

Types of actions		Examples of actions
a	Cross-regional EGTC	<ul style="list-style-type: none"> <li>▪ The cooperation of actors in the labor market (eg. The network of EURES advisers, the contact points for entrepreneurs, labor offices)</li> <li>▪ Joint promotion of fields of study (eg. Technical and natural) in high schools and colleges</li> <li>▪ Eliminating language barriers in the region (language learning, internships, scholarships)</li> <li>▪ The cooperation of educational institutions of all levels</li> </ul>

		<p>(Erasmus, Leonardo da Vinci, the new common fields of study and projects)</p> <ul style="list-style-type: none"> <li>▪ The cooperation of educational institutions and companies (internships in companies, practical learning, exam topics, information campaigns, the incentive to be entrepreneurial, vocational guidance)</li> <li>▪ The creation of a common concept of further education and a successful entry into the labor market</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Educational projects focused on border areas</li> <li>▪ Cross-border environmental education and awareness</li> </ul>
c	The individual with the potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Training of foreign workers in the labor law of the country of work</li> </ul>

## 4.8 Strategic area of cooperation 4 Public services and partnership

### General strategy

The general strategy for achieving the objectives of the strategic cooperation area “The public services and partnership” is the result of the proposition of expert comprehensive SWOT analysis, based on the partial SWOT analysis for the Czech and Polish territory of the project, is the result of specific problematic issues and create a map of the needs of the key players. This approach created a matrix of convergence, showing the ratio of the proposed tree of the objectives and comprehensive SWOT analysis. Convergence strength was evaluated on a scale 0 (x) - weak relationship, 1 (x) - average relationship and 2 (xx) - strong relationship. In summarizing of the strength of links matrix has become the main basis for the creation of an overall strategy. General Strategy defines the main direction of the strategic area of the cooperation “The public services and partnership” in order to achieve its strategic objectives. On the basis of these data the overall strategy (S-O) was prepared, the substance of which is to enhance the region's strengths in order to use existing and potential opportunities.

**Table 26 Project of overall strategy for strategic areas of cooperation**

	Strengths – S	Weaknesses – W
Opportunities – O	<u>SO strategy</u>  2 Infrastructure and natural environment  3 Competitiveness  <b>4 Public Services and Partnership</b>	<u>WO strategy</u>  1 Tourism and recreation
Threats – T	<u>ST strategy</u>	<u>WT strategy</u>

An important positive aspect is well developed network of public services as a dense network of primary and secondary schools, the existence of several regional universities with a wide range of the directional educational offer and the well-functioning network of health care facilities throughout the region, including the presence of highly specialized medical centers. In a large part the region is covered with associations of communities, local action groups and operating Euroregions. At the same time it should be recognized, used and performed potential opportunities for development, involving the use of the research potential of universities, including international cooperation and the development of cross-border cooperation between communities and public service providers.

**Table 27 The cumulative strength of links between strategic objectives and SWOT**

	S	W	O	T
Strategic objective 4.1 High-quality public services and functioning system for the threats elimination	11	7	3	2
Strategic objective 4.2 Coordinated development of the region	25	18	18	15

**Table 28 The cumulative strength of links between actions and SWOT**

	S	W	O	T
Action 4.1.1 Improving public health and social integration	8	6	1	2
Action 4.1.2 Improving risk prevention and improving security in the region	3	1	2	0
Action 4.2.1 Effective public administration and management of the region	10	10	9	11
Action 4.2.2 Development of cooperation and support for guidance	15	8	9	4

**Table 29 Convergence matrix of the SWOT analysis elements and activities of the strategic area of cooperation 4**

xx strong relationship, x medium relationship, - weak relationship	Action 4.1.1 Improving public health and social integration	Action 4.1.2 Improving risk prevention and improving security in the region	Action 4.2.1 Effective public administration and management of the region	Action 4.2.2 Development cooperation and supporting for guidance
<b>STRENGTHS</b>				
The existence of two functional Euroregions				Xx
A large part of the territory covered by Voluntary Associations of Communities and Local Activity Groups with experience in projects management			X	Xx
A high lifespan	xx			
High employment in the processing industry				
The high number of business players in industry, construction				
The high number of operators in the field of culture, entertainment and recreation				
The existence of intermediaries in R & D in the region			X	

A growing number of posts for Research and Development				
The implementation of major infrastructure R&D projects				
The conceptual approach of the self-governments to the evolution of the regional research and innovation systems			X	X
Particularly touring attractive mountain areas almost everywhere in the border region				
The existence of a major spa centers with specialist care				
Large touring traffic			X	Xx
The number of cultural and historical monuments in the entire border region				
Reducing emissions in the region				
Improving the quality of surface and groundwater, increasing the number specifying the environment state				
Increasing the number of inhabitants homes connected to the public water-supply system				
High legislative protection of land, including KARKONOSZE NATIONAL PARK and NATURA 2000 network				
A dense network of roads and rail on the monitored area				
Well-functioning and constantly developing integrated transport systems in the countries			Xx	Xx
Transport Network TEN-T running through the region				
The existence of a public international airport in Pardubice				
A dense network of primary and secondary schools			X	X
The existence of several regional universities with a wide range of courses				
Well-functioning network of health care facilities throughout the region	xx	X	X	X
The presence of highly specialized medical centers	xx			
The lower number of hospitalized on the Polish side	xx			
Professional integrated rescue system		Xx	Xx	
The relatively high efficiency of the implementation of projects under the Czech Republic – Poland Cross-border Cooperation Operational Programme, priority axis 3				Xx
The advantage of the creation of the EGTC will be easier creation of joint projects, presentations				Xx

xx strong relationship, x medium relationship, - weak relationship	Action 4.1.1 Improving public health and social integration	Action 4.1.2 Improving risk prevention and improving security in the region	Action 4.2.1 Effective public administration and management of the region	Action 4.2.2 Development cooperation and supporting for guidance
<b>WEAKNESSES</b>				
Long distances and historical and cultural differences between edges of the region				xx
Constantly visible legacy of displaced border in the field of cultural integrity and community			X	xx
Very uneven settlement structure and business activities in border subregions				
The fragmented structure of the settlement			Xx	

Insignificant number of people with higher education				
The registered unemployment rate above the average level of the Czech Republic (with the exception of the Hradec Králové Region) for the Czech part of the region and above the level of unemployment in the Lower Silesian Voivodeship in the case of the Jelenia Góra and Wałbrzych subregion				
Insufficient consistency of research and implementation spheres				
Low total expenditure on research and development in relation to other countries				
The low number of employees in research and development spheres in relation to other countries				
Poor commercial use of research and development results				
Export dependence of the region from the EU countries (mostly Germany)				
Spatial and seasonal disparities of tourist traffic			X	
Underdeveloped tourism in the southern parts of the region				xx
No accommodation facilities network of the highest category and compulsory standardization of these objects				
High production of municipal and commercial waste				
Lack of backbone infrastructure of higher order limiting the availability of transport (D11, R35)			Xx	
The poor technical condition of regional road and rail network				
Inadequate transport services in border areas			Xx	
The mountainous nature of the border areas limiting the development of transport infrastructure				
The low number of people who can operate a computer				
Uneven coverage of social services in the region	xx	X	X	
Lack of financial resources and insufficient opportunities for social services institutions	xx			
The difficult situation in middle age people in the labour market, leading to a high number of applicants for early retirement	xx		X	
The work of EGTC requires fund and members to be proactive				xx

xx strong relationship, x medium relationship, - weak relationship	Action 4.1.1 Improving public health and social integration	Action 4.1.2 Improving risk prevention and improving security in the region	Action 4.2.1 Effective public administration and management of the region	Action 4.2.2 Development cooperation and supporting for guidance
<b>OPPORTUNITIES</b>				
Improving the educational structure of inhabitants				
Increasing employment in knowledge-intensive sectors				
Development of small and medium-sized enterprises in the less prosperous areas of the region			X	xx
Further development of the academic sector with the directions of science and technology skills				

Enhanced cooperation between research and implementation				
Attract researchers from outside the region				
Supporting the implementation of the national (foreign) investment in the region			Xx	
Competitive exports to destinations outside the EU				
Increased demand of companies and public administration for innovations			Xx	
Marketing cooperation and the creation of joint tourism products				xx
Development of alternative forms of tourism				xx
Increase in the number of protected areas (Small-Scale Protected Areas: in Czech language: MZCHÚ)				
The development of cross-border transportation between the two countries thanks the accession to the Schengen area				
Access to international transport corridors will enhance the attractiveness of the whole territory				
The development of alternative and non-motorized forms of transport				
Development of cooperation in the framework of the integrated rescue system		Xx	X	
The use of European funds for the implementation of cross-border transport projects			X	xx
Realising the potential of research universities, including international cooperation				
The development of cross-border cooperation between communities and service providers for the public	x		Xx	x

xx strong relationship, x medium relationship, - weak relationship	Action 4.1.1 Improving public health and social integration	Action 4.1.2 Improving risk prevention and improving security in the region	Action 4.2.1 Effective public administration and management of the region	Action 4.2.2 Development cooperation and supporting for guidance
<b>THREATS</b>				
More and more peripheral character of border regions affected by structural problems			X	xx
The deterioration of the age structure of the population. Demographic aging population				
Increasingly lower proportion of economically active population (with the exception of the Liberec Region)				
Employment growth in sectors with low added value				
Continuous mismatch between the demands of the labour market and the offer of skilled labour			Xx	
The instability of the external macro-economic environment and financial markets				
The outflow of skilled workers (mainly from the research sector) to the rapidly developing countries			X	



The decrease in foreign demand for exports from the region				
Greater competition from other central European attractive tourist destinations				xx
Consistently high primary pollutant emission load in the Land of Pardubice (SO <sub>2</sub> , CO, NO <sub>x</sub> and solid impurities)				
Problematic development of municipalities in areas with adjustable nature conservation law				
Delaying the region to join the international corridors			X	
The decline in the importance of rail passenger and freight transport				
The deterioration of the quality of the environment as a result of road transport				
No public funds for the development of transport			Xx	
The reduction in revenues of local budgets according to the national economic situation			Xx	
The need to improve the efficiency of the network of schools as a result of unfavorable demographic situation			X	
The outflow of doctors and medical staff because of dissatisfaction with salaries	xx		X	

### **The structure of the objectives**

Strategic Area 4 Services for the population and partnership, which deals with the issues of services to the population, risk prevention, effective public administration and support for cooperation, has appointed two strategic objectives:

- **Strategic Objective 4.1:** High-quality public services and the functioning system for threats elimination
- **Strategic Objective 4.2:** Coordinated development of the region

### **Strategic objective 4.1 High quality public services and the functioning system for threats elimination**

The strategic objective is aimed at improving public health, supporting medical and social services, including the interaction of their respective organizations. In addition, it is also aimed on the development of services that promotes the social integration of disadvantaged groups mainly. There is great potential for further development of cooperation in the field of risk prevention and socio-pathological phenomena, crisis management and its individual components.

#### **Action 4.1.1 Improvement of public health and social integration**

The aim of this action is to coordinate and cooperate in the provision of medical and social services in the region. In development of these services this action supports the public sector, the non-profit sector and the business sector and especially their mutual cooperation. In terms of social integration activity is mainly aimed at the social inclusion of socially excluded groups and groups threatened by social exclusion and their mutual cooperation on both sides of the border.

**Table 30 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Coordination of medical and social services</li> <li>▪ Determination / analysis providers of medical and social services</li> <li>▪ Conferences, seminars, exchange of experiences in the field of public health and social integration</li> <li>▪ A common strategy / concept of social integration of excluded and vulnerable groups of population</li> <li>▪ Promoting social entrepreneurship</li> <li>▪ The conceptual work in the field of social inclusion and health of residents</li> <li>▪ Cooperation in the development of institutions of information and communication technologies in the field of medical and social services</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Integration of excluded groups of inhabitants, elimination of discrimination</li> <li>▪ Common meetings/stays of socially excluded groups</li> <li>▪ The non-profit sector cooperation in the range of social and medical services</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Improving quality of medical and social services</li> <li>▪ Supporting of the non-profit sector in social exclusion preventing and in the fight against poverty</li> </ul>

#### Action 4.1.2 Improving risk prevention and improving security in the region

The aim is to coordinate and improve the quality of the system of rescue and security system in order to facilitate and speed up the possibility of intervention of the various elements of the rescue. Moreover, the measure is aimed at cooperation in crisis management, including the prevention of natural disasters and accidents and prevents threats to society, including social and pathological phenomena in the field of integrated planning and troubleshooting.

**Table 31 Examples of typical actions**

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Coordinating the activities of the security forces and emergency services</li> <li>▪ Conferences, seminars, exchange of experiences in the field of safety and risk prevention</li> <li>▪ Integration of emergency services and security forces</li> <li>▪ Compatibility of technical equipment and information systems security forces and emergency services</li> <li>▪ The creation of a common vision / strategy of the rescue and preventing system</li> <li>▪ Analysis / Research in the field of threats preventing</li> <li>▪ Analysis / studies of social pathological phenomena</li> <li>▪ Monitoring the security situation in the border areas</li> <li>▪ Awareness raising and information actions for the population</li> </ul>
b	Cross-border	<ul style="list-style-type: none"> <li>▪ Joint activities / exercises / competitions of the security</li> </ul>

	cooperation	<ul style="list-style-type: none"> <li>forces and emergency services</li> <li>▪ Language and vocational educational actions of employees of the security forces and emergency services</li> <li>▪ The cooperation of the non-profit / business / public sectors in the elimination of social pathologies</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Technical equipment of the security forces and emergency services</li> <li>▪ Camera systems</li> <li>▪ Improving the alarm system and warning system</li> <li>▪ Flood prevention</li> <li>▪ Preventing accidents and natural disasters</li> </ul>

### Strategic objective 4.2 Coordinated development of the region

Self-governments create their own framework for action for all other players in the region. Therefore, it is necessary to increase the efficiency of local government works and to improve the quality of human resources in this range. An important step to improve the operation of self-governments is also effective and transparent public funding, including the use of subsidies. Improving cross-border cooperation of regional actors and the use of partnerships to exchange experiences. Different types of regions, occurring in the monitored area, require a different approach in terms of their conceptual development, therefore it is necessary to strengthen and improve the quality of strategic and spatial planning.

#### Action 4.2.1 Effective public administration and management of the region

The aim is to develop and cooperation of regional bodies of state administration and self-government, which held power in the region, including planning and spatial and strategic management. Emphasis will be done on the sustainable development of all types of regions.

Table 32 Examples of typical activities

Type of actions		Examples of actions
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Supporting system and programme collaboration of public administration bodies</li> <li>▪ Development of human resources in public administration and further education (training, seminars, internships, etc.)</li> <li>▪ Coordination and cooperation in the spatial and strategic planning and management</li> <li>▪ Development of appropriate documents (analytical, conceptual, legal, legislative, etc.)</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ Exchange and transfer of information between public administration bodies</li> <li>▪ Development of human resources in public administration and further education (training, seminars, internships, etc.)</li> <li>▪ Coordination and cooperation in the spatial and strategic planning and management</li> </ul>
c	The individual with	<ul style="list-style-type: none"> <li>▪ The development of computerization and the use of ICT</li> </ul>

potential cross-border impact	in public administration (e-government) <ul style="list-style-type: none"> <li>▪ Exchange and transfer of information between public administration bodies</li> </ul>
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### Action 4.2.2 Development of cooperation and counseling support

The aim is cooperation all regional actors with an emphasis on cross-border links and mutual exchange of experiences. It is also necessary to ensure functioning of the EGTC, which will performance the coordination and advisory services in the region.

**Table 33 Examples of typical activities**

Type of action		Examples of activities
a	Over-regional EGTC	<ul style="list-style-type: none"> <li>▪ Provide activities and technical assistance for the EGTC</li> <li>▪ Support for the preparation and implementation of joint projects</li> <li>▪ The exchange of information and experiences, examples of good practice</li> <li>▪ Organization of conferences, seminars, workshops, etc..</li> <li>▪ Work cross-border professional and political committees</li> <li>▪ Definition of common development priorities and their implementation</li> <li>▪ Ensure monitoring and evaluation of the implemented measures</li> <li>▪ Development of comprehensive cooperation and building of partnership networks</li> </ul>
b	Cross-border cooperation	<ul style="list-style-type: none"> <li>▪ The exchange of information and experiences, examples of good practice</li> <li>▪ Organization of conferences, seminars, workshops, etc..</li> <li>▪ Work cross-border professional and political committees</li> <li>▪ Definition of common development priorities and their implementation</li> <li>▪ Development of comprehensive cooperation and building of partnership networks</li> </ul>
c	The individual with potential cross-border impact	<ul style="list-style-type: none"> <li>▪ Organization of conferences, seminars, workshops, etc..</li> <li>▪ Development of comprehensive cooperation and building of partnership networks</li> </ul>

## 5 Implementation and Monitoring

Action plans will ensure Implementation of the strategy. Action plans contain a set of specific actions and projects that can contribute to achieving objectives of the strategy. The Action Plan is in the form of project cards. Continuous monitoring of the implementation of the objectives of the Strategy and Action Plan project will be implemented by a team consisting of representatives of the project partners. The team will meet regularly and will send a report to the project partners. Updating the action plan will be carried out at intervals initiated by the implementation team. The attached action plan will have to be updated in 2015, when specific conditions are known in regard to funding of international cooperation from European Union funds.

Monitoring of the strategy implementation will be based primarily on the monitoring of carried out activities and projects included in the strategy action plan. As additional information about the impact of the strategy for the region, it can be monitored on an annual basis selected contextual statistical indicators at NUTS III level, which have already been analyzed in two preliminary socio-economic analyses.

## 6 List of abbreviations and tables

EGTC	European Grouping of Territorial Cooperation
EURES	European Employment Services
ICT	Information and Communication Technologies
KPN	Karkonosze National Park
RIS3	Smart specialization strategy
SWOT	Strengths, weaknesses, opportunities, threats
TEN-T	Trans-European Transport networks

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## 7 Annex no. 1 Analytical part of the Czech territory of the project

## 8 Annex no. 2 Analytical part of the Polish territory of the project

## 9 Annex no. 3 Action plan

## 10 Annex no. 4 Methodology of typical actions

Type of actions	Examples of actions
a Over-regional EGTC	<p>Actions of over-regional importance, with the impact on all the EGTC territory, implemented by EGTC (its members) or by EGTC together with key stakeholders on the specified area. Actions are focused at least on following activities:</p> <ul style="list-style-type: none"> <li>· Activities coordination on the specified area: <ul style="list-style-type: none"> <li>o Execution of conception of EGTC</li> <li>o Implementation existing conceptions of partners via EGTC</li> <li>o Projects implemented by EGTC (for EGTC members or for target group/key stakeholders on this area)</li> <li>o Projects implemented by EGTC jointly with others key stakeholders on this area (projects directed on areas common for EGTC and target groups)</li> </ul> </li> <li>· Organization of meetings (events) on the indicated area in order to increasing the degree of cooperation and exchange good/bad practices examples of EGTC partners (+ key stakeholders in this region)</li> <li>· Information publications on the specified area (seeking of partners, legislation activity, approaching international financing)</li> <li>· EGTC promotion as the whole organization on the specified area</li> <li>· cooperation with others EGTC</li> </ul> <p>In the cross-section: use of IT (portals, information exchange, marketing, information for key stakeholders in the region)</p>



b	Cross-border cooperation	Classical cross-border projects with partners on both sides of the border. In relation to priorities of Czech Republic – Poland Cross-border Cooperation Operational Programme.
c	Individual with potential cross-border impact	Individual projects on one side of the border without the partner from the second country, but with potential impact on the other side of the border.