

Microprojects as an efficient cross-border co-operation tool- Example from euroregion Tesin/Cieszyn Silesia in 2007 - 2013

Marek Olszewski¹ Hynek BÖhm²

Introduction and goals of the paper

Border areas can be described as very colourful territories, as they have been an intersection of various interethnic and cultural influences. Historical consequences and different processes have formed these areas differently than those in the metropolitan or mainland areas. Groups with various traditions, systems of values, different languages and dialects meet and interact in the borderlands [Kantor, 1989, p.

243-244]. Borderlands were moreover often areas of conflicts of various actors, led by different and often competing interests. On the other hand, borderlands create the opportunity for fostering openness, respect and understanding for others, enabling building positive relationships overcoming differences. Borderlands teach coexistence on the basis of partnership, not a subordination [Róg, 2001, p. 21 - 40].

A special role in these regional cooperations is played by a different kind of structures such as euroregions, eurodistricts or working groups. These structures can take very different forms, which depend on the degree of homogeneity of the region, its development, status, location along the borders of the Community etc. Their scope can range from the arrangements for co-operation between local and regional authorities of two or more countries, aimed at the realization of common interests and improving the quality of living in borderlands [Lepik, 2009, p 267], to the complex organization of the cross-border territory [... Euroregiony, 1999, p. 17]. EU funds play a key role in functioning of cross-border regions, because they enable the implementation of various types of projects, including microprojects. These projects have a substantial impact on the convergence of societies living in each side of the border. They help in overcoming stereotypes, eliminating antagonisms and resentments stemming from the past and help in cross-border relations building.

Microprojects are an instrument, which is not introduced in all INTERREG programmes. Their implementation in Czech-Polish INTERREG programmes has always been valued highly by stakeholders at national as well as local levels. Allocation for the microprojects' scheme is 20% in both previous 2007 – 2013 as well as a current 2014 – 2020 period³. Therefore we would like to have a closer look on the way how were the microprojects implemented in Tesin/Cieszyn Silesia Euroregion in 2007 – 2013. Our main working method will be based on analysis of the microprojects implemented in the Euroregion until now. We will also add a minor qualitative aspects as we shall conduct interview with 8 principle stakeholders active in the field of microprojects implementation – we will address programme administrators, evaluators and project promoters.

I. Framework for cross-border cooperation

¹ The strategy & development manager for the Olza Association of Development and Regional Cooperation, the Polish party to the agreement called 'Euroregion Śląsk Cieszyński' ('the Cieszyn Silesia Euroregion'). He has had over ten years of experience in both national and international project management (including project team management), regional development consultancy and conducting training courses and workshops on regional development as well. The author of some articles on cross-border issues in domestic and foreign scientific journals; the make-up editor of the 1st volume of TRANSCARPATICA series published by Polish Academy of Sciences the Territorial Branch in Katowice and the Olza Association. The author and co-author of several dozen analyses, concept & strategy publications on the Cieszyn Silesia Euroregion. The member of the Steering Committee of Transfrontier Euro-Institut Network. One of the main initiators of establishing Polish-Czech-Slovak EuroInstitute and its member responsible for conceptual and research activity as well.

² He works as a researcher and lecturer of human geography at the geography department of the Technical University in Liberec and as a vice-chairman and project manager of Institut EuroSchola, an NGO supporting cross-border co-operation (both in the Czech Republic). He has been working for the European Commission and the national ministries, coordinating use of the EU Structural Funds. For most of the past eleven years he has been working mainly on territorial co-operation projects and successfully completed Doctoral research on multilateral territorial co-operation and governance structures for cross-border cooperation. He has led several INTERREG funded projects focused on promoting cross-border training of teachers and public servants, where he also acted as a trainer, lecturer and course-tutor. He has also been involved in moderating and facilitating works leading towards establishment the EGTC TRITIA and in formulating and drafting territorial co-operation strategies of regions, municipalities, universities (Conference of Rectors of Silesian Universities) and non-governmental organizations.

³ In 2014 - 2020 period this is a subject of so called conditionality - if 15% of the programme funds are successfully implemented till mid-term evaluation than another 5% of funds allocated for the microprojects.

The cross-border cooperation has been firmly linked and in some parts of Europe almost even synonymised with a term Euroregion, sui generi "terminus technicus," to be used when setting up cross-border cooperation structures [i.a. Dokoupil, 1999].

The first cross-border cooperation network, 'Euregio', was established in 1960 across the French-German and German-Dutch borders [Dokoupil, 1999, p. 159]. Euregio did not have any direct institutional link to the European Communities, but it heralded the later formation of other cooperation units which used the title 'Euroregion'. The euroregion concept has become one of the principal platforms for cross-border cooperation. The existence of differing legal systems, administrative structures and competences of relevant partners, together with a prevailing modus operandi which is insensitive to cross-border issues, makes the search for an optimal form for cross-border cooperation governance structures difficult. Yet the existence of the European single market, based on the four freedoms of movement, reinforces the imperative to design suitable governance forms for cross-border cooperation. As regards the post-communist countries, cross-border integration at the regional level started to be discussed in the early 1990's. In 1991 the first cross-border structure with participation of „old“ and „new“ Europe countries was created: Euroregion Nisa-Nysa-Neisse, established as a trilateral body by regional authorities of Germany, Poland and Czech Republic (Czechoslovakia in 1991).

The INTERREG programmes, launched in 1988, aim to support the completion of the single market through cross-border cooperation. These programmes have had a substantial impact, helping to increase the

number of cross-border cooperation initiatives substantially [O'Dowd 2002] and engaging a wide range of actors. Analyses of CBC generally agree that member states tend not to engage in cross-border cooperation directly [e.g. Perkmann, 2003 or Schmitt-Egner, 1998].

According to Schmitt-Egner [1998], a cross-border region is not only a territory, but is also its engine. This foresees the existence of a specialized body responsible for cross-border cooperation management, mostly in the form of euroregional secretariats. A principle task of the Czech-Polish euroregions is the management of microprojects 'schemes.

II. Instruments of financial support – Operational Programme of Cross-Border Co-operation Czech Republic – Poland 2007-2013

The origins of the financial support for cross-border cooperation (CBC) date back to 1989, when 14 groups of projects amounting an equivalent of 21 million ECU were implemented. These projects aimed at solving structural problems related to border areas. Truly systemic approach to the financing of cross-border cooperation begun with the launch of INTERREG programs [Branda, 2013, p. 18]. Table 1 brings an overview of support provided within the framework of cross-border cooperation programs in programming periods from 1990 to 2013:

Table 1. Allocation of cross-border cooperation programs in various programming periods

	INTERREG I	INTERREG II	INTERREG III	European Territorial Co-operation (ETC)
	(1990–1993)	(1994–1999)	(2000–2006)	(2007–2013)
Number of programmes	31	79	72	89
Allocation (in billions of EUR)	1	3,6	5,8	8,7
Cross-border co-operation programmes	INTERREG I	INTERREG II	INTERREG III	CBC programmes in the framework of ETC programmes
Nr of CBC programmes	31	59	53	79
Nr of programmes of sea-regions thereof	4	16	14	23
the number of programs on the internal borders	22	31	24	44
the number of programs on the external borders	9	2,8	29	35
Allocation for CBC	1	2,6	4	64
Remarks:				
- nr of transnational co-operation programmes: 79 = 52 (European Territorial Cooperation CBC) + 12 (Instrument for Pre-accession Assistance CBC) + 15 (European Neighbourhood and Partnership Instrument CBC);				
- nr of programmes of sea-regions thereof: 23 = 17 (European Territorial Cooperation CBC) + 6 (European Neighbourhood and Partnership Instrument CBC);				
- the number of programs on the internal borders within the ETC framework: 44 = 52 - 8 (external borders);				
- the number of programs on the external borders within the ETC framework: 35 = 8 (European Territorial Cooperation CBC) + 12 (Instrument for Pre-accession Assistance CBC) + 15 (European Neighbourhood and Partnership Instrument CBC)				

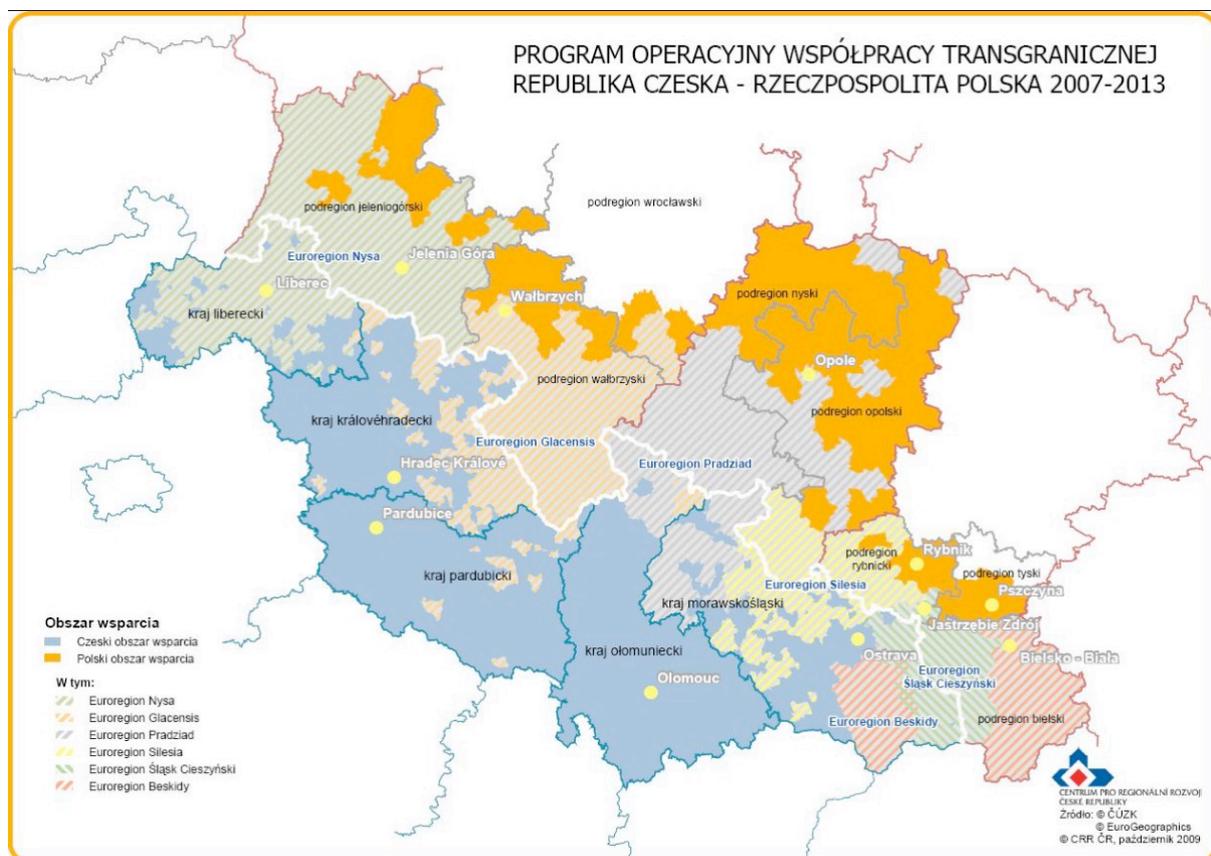
Source: [Branda, 2013, p. 18]

In the 2007-2013 programming period, cross-border co-operation was carried out under an Objective 3 - European Territorial Cooperation – of the EU cohesion policy [Nowińska-Łaźniewska, Nowak, 2007, p. 38]. ETC supported the territorial competitiveness, and promoted the harmonious and sustainable development of the Union. It supported three types of programs: cross-border, transnational and interregional [Medza, 2015, p. 214]. The aim of the first was to develop joint local and regional initiatives. The second focused on the territorial integration of the Community, sustainable urban development as well as innovation and environmental protection. The third supported the exchange of experiences and best practices in the field of innovation and the knowledge economy and environmental protection [Jurkowska, 2011, p. 187]. Operational Programme of Cross Border Cooperation Czech Republic - Poland 2007-2013 was a

continuation of financial assistance to support the development of border regions granted to Poland and the Czech Republic in previous years.

The list of regions and areas eligible in 2007-2013 for a funding from the European Regional Development Fund (ERDF) within the framework of cross-border and transnational strands of the ETC copied national borders [Olszewski, 2011 pp. 77]. Programme area was created by Polish subregions: Jelenia Góra-Walbrzych, Opole, Rybnik-jastrzębski and Bielsko-Biała and Czech (self-administrative) Regions Liberecký, Královéhradecký, Pardubický, Olomucký and Moravskoslezský (Picture 1).

Picture 1: Operational Programme of Cross Border Cooperation Czech Republic - Poland 2007-2013



Source: [Program..., s. 7].

The global objective of the program was supporting development of the socio-economic area of Czech-Polish borderlands by strengthening its competitiveness and cohesion, and promoting partnership of its inhabitants [Krasucka, 2010, p. 207]. General objectives were aimed at increasing the economic integration of the Czech-Polish border area, improving the conditions of growth of the border area, improving the conditions for sustainable development

of the environment and / or regeneration of the border area and other social integration of the Czech-Polish border area [Olszewski, 2011, pp. 78].

Financial envelope of 258 187 464 EUR was attributed for the implementation of this programme, of which the amount of ERDF amounted to 219 459 344 EUR [Report ..., p. 5]. The program identified four main priority axes and set their specific objectives [Program ..., p. 32-50].

- Priority 1. Strengthening of accessibility, environmental protection, prevention of risks/crisis management with specific objectives focused on improving infrastructure and transport services, condition and quality of the natural environment and security in the area of Polish-Czech border;
- Priority Axis 2: Improving the conditions for development of entrepreneurship and tourism. Under this priority axis specific objectives were aimed at increasing the competitiveness of enterprises, development of tourism and the improvement of knowledge and skills of residents in the area of Polish-Czech border;
- Priority Axis 3. Promotion of cooperation of local communities. Its specific objectives focused on strengthening the ties of cross-border institutions providing public services and cross-border contacts of residents, as well as stimulating the development of local communities using the microprojects' scheme;
- Priority Axis 4 Technical assistance aimed at ensuring effective program management and implementation and support of information and promotion.

III. Microprojects in Operational Programme of Cross Border Cooperation Czech Republic - Poland 2007-2013

One of the definitions of the term "project" describes it as something unusual, different from its routine activities [A Guide ..., 2004, p. 5]. This process is planned and controlled and is leading to a positive effect and creates a new quality [Burton, Michael, 1999, pp. 17-20]. Prussak and Wyrwicka made the definition broader, as single, purposeful, complex, extracted from other plans, limited and specifically organized [Prussak, Wyrwicka, 1997, p. 14]. Cross-border project has then its merit, organizational and financial commitment on both sides of the border [... Fund, 2008, p. 11-13].

Microprojects primarily aimed at mutual understanding and bringing together communities living on both sides of the border, and therefore are often called projects of "people to people" [Lewkowicz, 2013, p. 159]. Their role is in the development of educational activities and cultural and social initiatives [http://www.euregio-teschinensis.eu, date read: 12.1.2017]. They are mostly low-budget project of a non-investment or small investments nature [Program ..., p. 46].

Microprojects were implemented within the framework of priority axis 3 (Supporting the cooperation of local communities) of the Operational Programme of Cross Border Cooperation Czech Republic -Poland 2007-2013. 20% of all programme funds was reserved to implement the microprojects' scheme (ie. 43 891 869 EUR of ERDF funds) [Herman, 2015, p. 57]. Euroregions did the management and distribution of these microprojects. The minimum grant could not have been lower than 2 000, while the maximum was 30 000. The total cost of the project was limited to the amount of 60 000 EUR. Czech beneficiaries implementing their micro-projects of the Fund received 85% funding from the European Regional Development Fund, while 15% must have come from their own sources. In the case of Polish applicants percentage of financing differed slightly - 85% came from the European Regional Development Fund, 10% of the state budget and 5% from its own sources [Olszewski, 2011, p. 80].

It was possible to carry out three types of projects:

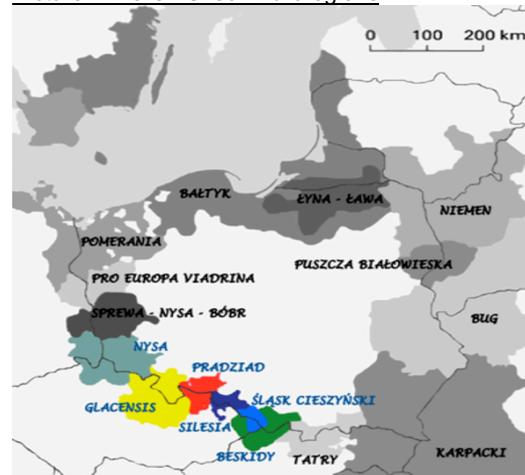
- Type A projects were based upon a joint application design and its implementation based on a Lead Partner principle, in which one of the project partners takes an overall responsibility for a project. Projects of this type must have met at least two of four criteria relating to the joint project preparation, joint implementation, joint staff and joint financing;
- Type B projects were often called mirrored projects. Each of the project partners must have submitted a separate project proposal. These projects had a common goal and a group of stakeholders, their activities and expenses were divided between one or more partners located on the other side of the border. These projects were prepared parallel on both sides of the border or were realised in connected sequences. As both of the project partners submitted their own application forms, both received a financial support.
- Type C - performed independently without financial participation by the partner from abroad. The applicant, on the one side of the border realized project individually, whereas the other party acted only as a partner without own financial envelope [Ibid., Pp. 80-81].

IV. Microprojects in Euroregion Tesin/Cieszyn Silesia in 2007-2013

Tesin/Cieszyn Silesia Euroregion is one of six euroregions lying on the Polish-Czech border (map 2). Its founding agreement was signed on 22 April 1998 by two associations gathering municipalities [Olszewski, 2016, p. 43].

Euroregion lies on the southern Polish border area and the north-east of Czechia, in the vicinity of Slovakia. It covers an area of approx. 1,730 km² and a population of 672 thousand inhabitants (of which 360 000 on the Czech and 312 000 on Polish side of the borders). The Olza river creates a natural axis of this area and separates (Polish) Cieszyn and (Czech) Český Těšín, which are the very heart of the region, and which were one city until 1920. The Polish side of the Euroregion area includes 16 municipalities of the province of Silesia and one district – Cieszyn and the Czech side is created by more than 40 municipalities, 10 companies and 8 non-governmental organizations [Olszewski, 2016, p. 43].

Picture 2: Polish-Czech Euroregions



Source:

<http://www.euroregions.org/pl/index/euroregiony-w-polsce-i-czechach/11.html>, read on : 16.01.2017

According to the provisions of the Agreement on Regional Cooperation main objectives of the Euroregion Tesin/Cieszyn Silesia are [Agreement ...]:

- a) Exchange of experience and information on the development of the region,
- b) Exchange of experience and information on the labour market,
- c) Co-operation in the field of spatial planning,
- d) Resolution of common problems in the field of transport, communication and connectivity, and security of citizens,
- e) Addressing common challenges related to ecology and the environment,
- f) Cooperation in the prevention and elimination of consequences of natural disasters,
- g) Cooperation in the field of economic and trade
- h) Development of tourism and transport including a further improvement of cross-border traffic,
- i) Support of development of culture, education and sport and an information exchange thereof,
- j) Cultural exchange, preservation and development of the common cultural heritage,
- k) Cooperation between emergency services and mountain rescue service in the euroregion,
- l) Cooperation between schools and youth in the euroregion.

The primary tool that helps to implement the aforementioned targets are microprojects, managed by the both partners creating the euroregion under the microprojects scheme. In 1999-2015 period 452 cross-border microprojects were supported, of which 94 projects were approved and implemented within the framework of the Programme Phare CBC (1999-2003) in pre-accession period and 89 projects enjoyed financial support thanks to the Initiative Interreg III A Czech Republic - Poland (2004 -2006). 269 projects were financed under the microprojects' scheme of Operational Programme of Cross Border Cooperation Czech Republic - Poland 2007-2013 [Olszewski, 2016, p. 46].

Based on the analysis of financed micro-projects carried out in the Euroregion Tesin/Cieszyn Silesia in the previous programming period [materials ...], you will find that a "B-type" projects (120) create the most of the implemented projects. Number of "A" and "C" types of projects is significantly lower – 78, respectively 71. Czech project partners preferred implementation of common (A) and mirror (B) projects, whereas Polish partners preferred more frequently implementation of independent "C type" initiatives, as illustrated in Table 2

Table 2: Types of microprojects funded in the Euroregion Tesin/Cieszyn Silesia with the microprojects' scheme under the Operational Programme of Cross Border Cooperation Czech Republic - Poland 2007-2013

Type of microproject*	Polish beneficiaries	Czech beneficiaries	Total
A	32	39	71
B	52	68	120
C	56	22	78
Total:			269

Comments:

*according to the agreement on financing of microprojects

Source: [own elaboration based on: *Materiały...*]

The largest group of beneficiaries of microprojects consists from local government (counties, cities, municipalities and their unions or associations). These institutions have implemented 116 projects, with ERDF co-financing of 2 364 209.82 EUR. Less than half of the projects (63) were implemented by branches and entities managed by local governments (schools, cultural centres, libraries, theatres, etc.). Sports associations and clubs managed to implement 28 projects, other entities such as are museums, churches and religious associations, cultural institutions not

elsewhere classified, fire brigades and police, or hospitals implemented also 28 projects. Cross-border projects were also carried out by non-governmental organizations (17 micro-projects) and contract partners of the euroregion (Association for the Development and Regional Cooperation "Olza" and Regionální sdružení územní spolupráce Těšínského Slezska) (14 microprojects). Universities and other research and training bodies showed the least interest in obtaining funds for their activities: , as they realized just 4 projects of this type (Table 3).

Table 3: Type of beneficiaries of microprojects

Type of beneficiary*	Nr implemented projects**	ERDF financing in EUR	Total eligible costs in EUR
local government units (counties, cities, municipalities or their unions or associations)	116	2 364 209,82	2 964 274,31
entities and organizational units of local government (schools, cultural centres, libraries, theatres, etc.).	63	1 063 100,80	2 964 274,31
NGOs	17	378 805,84	1 252 677,40
Sport clubs	28	642 938,26	459 142,98
Universities of other institutions conducting activities in the field of research and education	4	81 352,49	95 708,83
euroregions	14	276 995,11	360 872,59
Other subjects	28	519 803,87	658 536,82
Total	269	5 327 206,29	6 548 540,31

Comments:

*together Czech and Polish beneficiaries

**together Czech and Polish according to a founding treaty

Source: [own elaboration based on: *Materiały...*]

For the starting point of the analysis of microprojects in the euroregion we have selected just such co-operation areas, which were considered strategic in the current 2014-2020 programming period [Olszewski, 2015 1-187]. We can conclude that almost half of all completed projects (129) concerned the culture. Less projects were undertaken in the field of sport (50 projects), tourism (38 projects) and education (26 projects).

Micro-projects, the subject of which was associated with such areas of cooperation as crisis management, environmental protection, and entrepreneurship attracted a very little interest - respectively 8, 6 and 5 initiatives. The smallest number of joint initiatives focused on spatial planning, transport and environment - total of 7 projects

Table 4. Distribution of micro-projects according the areas of cross-border cooperation

Co-operation area	Nr implemented projects*	ERDF financing in EUR	Total eligible costs in EUR
culture	129	2 552 079,00	3 137 749,00
sport	50	1 076 389,00	1 325 948,00
tourism	38	773 477,60	946 032,90
entrepreneurship	5	80 628,79	94 857,40
education	26	401 482,20	486 110,90
transport	2	59 846,05	79 113,00
environmental protection	2	38 688,60	45 516,00
public health	6	133 003,60	168 983,00
spatial planning	3	44 753,45	64 929,90
risk management	8	166 858,00	199 300,21
Total	269	5 327 206,29	6 548 540,31
Comments:			
*together Czech and Polish beneficiaries according to the agreement on financing of microprojects			

Source: [own elaboration based on: *Materiały...*]

V. Summary/main findings

The number of microprojects implemented in the Euroregion is steadily growing. According to the interviewed experts microprojects play an important role in cross-border cooperation, as they contribute to the elimination of the negative effects of the borders. They assist in breaking stereotypes, as well as improving the living conditions in borderlands, as far as we can judge upon the titles of the microprojects.

The analysis of micro-projects implemented within the OP Cross Border Cooperation Czech Republic - Poland in the Euroregion Tesin/Cieszyn Silesia in 2007-2013 showed that the majority of microprojects were "B-type projects". Czech beneficiaries preferred to submit more (joint) projects of A and B types, while Polish institutions favoured (individual) projects of type C.

Among seven separate groups of projects' those implemented by local governments (counties, cities, municipalities or their unions or associations) prevail. On contrary, the higher education and other educational (save schools) and research institutions implemented the lowest number of projects: This resulted in the total amount granted to the local governments to be EUR 2 364 209.82 and only EUR 81 352.49 for the higher education, education and research bodies.

Beneficiaries involved in the implementation of microprojects did not enter into individual co-operation areas evenly. Yet it can be concluded that they fulfilled their roles as they helped to reduce many of the barriers (both natural infrastructure/physical, as well as cultural and social(mental) in cross-border contacts between Poles and Czechs and created the conditions for further joint development of the border area:

- In the area of culture, a number of cross-border cultural and leisure-time centres were created, ha series of Polish-Czech events cultivating local customs and traditions were held;
- in the field of sports various competitions were organized, ranging from cross-border mountain biking, football, ice hockey, figure skating, beach volleyball, basketball, judo, tennis, chess. Moreover, open-air parks and gyms were built;
- In the area of tourism microprojects helped to create cross-border cycle paths, strengthened joint promotion of partner municipalities and prepared new tourism products;
- In the area of entrepreneurship publications containing information onto the economy and the tax system in force in Poland and the Czech Republic were created;
- In the area of education a number of cross-border activities, language camps and reading competitions were realised; people with mental disadvantages were trained and a center of the cross-border volunteering was established;
- In the area of transport a joint study of cross-border communication, connections and the construction of car parks was elaborated;
- Environmental studies on the air quality were carried out at the border and series of conferences and workshops dealing with this topic was organised;
- In the area of health service transborder information system dedicated to cross-border healthcare in Poland and the Czech Republic was created. Moreover, activities aimed at senior citizens were conducted, accompanied by cross-border conferences and workshops on allergies;
- In the area of spatial planning, a draft study on a use of both banks of the river Olza was conducted;
- In the field of crisis management joint exercises of fire brigades and police on both sides of the border have been carried out, jointly with less robust activities for inhabitants of cross-border territory.

Conclusion

Microprojects are very popular instrument to promote Czech-Polish cross-border co-operation in the Euroregion Tesin/Cieszyn Silesia. Project promoters have been working with this instrument for a period longer than 20 years and it is obvious – and it was confirmed by the structured interviews with stakeholders and the reports of the Administrators of the Funds reported to the managing authorities of the programme – that they appreciate highly the possibility to use the instrument. The main beneficiaries of the programme are local governments, mainly municipalities and bodies managed and controlled by them, engagement of non-governmental actors is not so major yet important.

The use of the microprojects is mainly in the field of culture. Most of the “cultural” microprojects are those of a soft nature enabling people-to-people contact. Overview brought in this article as well as current increasing eurosceptical and nationalistic movements in Europe underline the need to continue in efforts bringing people from different parts of the borders together. Microprojects seem to be an optimal tool for that.

References

A Guide to the Project Management Body of Knowledge Third Edition, Project Management Institute, Newton Square 2004.

Brandá P., *Podpora přeshraniční spolupráce v rámci regionální politiky EU a její budoucí podoba v programovacím období 2014–2020*, [in:] Antal J., *Regionální studia*, č. 1, Centrum evropských studií, Vysoká škola ekonomická v Praze, Praha 2013.

Burton C., Michael N., *Zarządzanie projektem*, ASTRUM, Wrocław 1999.

Dokoupil J. *Evropské příhraniční prostory – euroregiony*, [in:] ed.: Jefábek, M. *Geografická analýza pohraničí ČR*. Prague, Czech Academy of Sciences 1999.

Euroregiony w nowym podziale terytorialnym Polski, Główny Urząd Statystyczny we Wrocławiu, Warszawa-Wrocław 1999.

Fundusz Mikroprojektów Programu Operacyjnego Rzeczpospolita Polska – 2007-2013, 3 marca 2008.

Herman A., *Euroregion Śląsk Cieszyński jako przykład współpracy transgranicznej ze szczególnym uwzględnieniem lat 2007-2013* [in:] ed.: Chodak J., *Konteksty społeczne*, Tom III, Nr 2(6), Uniwersytet Marii Curie-Skłodowskiej, Lublin 2015, s. 57.

Holisz A., Kajstura J., Kasperek B., Limanowska E., Malaka M., Małek A., Olszewska A., *Fundusz Mikroprojektów Programu Operacyjnego Współpracy Transgranicznej Republika Czeska - Rzeczpospolita Polska 2007-2013 w Euroregionie Śląsk Cieszyński*, Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza”, Cieszyn 2015.

Jurkowska B., *Unijne programy wsparcia współpracy transgranicznej w latach 2007-2013 w państwach członkowskich i sąsiadujących z Unią Europejską* [in:] ed.: Marszałek K., *Studia lubuskie. Prawo, administracja, ekonomia, regionalistyka*, Tom VII,

Wydawnictwo Państwowej Wyższej Szkoły Zawodowej w Sulechowie, Sulechów 2011.

Kantor R., *Kultura pogranicza jako problem etnograficzny* [in:] ed. Jasiński Z., Korbel J., *Zderzenie i przenikanie kultur na pograniczach*, Wydawnictwo Uniwersytetu Opolskiego, Opole 1989.

Krasucka M., *Rola euroregionów we współpracy transgranicznej na przykładzie Euroregionu Pradziad* [in:] ed.: Malinowska-Klimiuk E., *Znaczenie samorządu terytorialnego dla rozwoju regionalnego w Polsce, Niemczech i na Ukrainie*, Zeszyty Naukowe Uniwersytetu Szczecińskiego, Nr 620, Ekonomiczne problemy usług, Nr 61, Wydawnictwo Uniwersytetu Szczecińskiego, Szczecin 2010.

Lepik K.L., *Euroregions as mechanisms for strengthening cross-border cooperation in the Baltic Sea Region* [in:] *Trames. A Journal of the Humanities and Social Sciences*, Teaduste Akademia Kirjastus, Vol. 13/3, Tallinn 2009.

Lewkowicz Ł., *Euroregiony na pograniczu polsko-słowackim. Geneza i funkcjonowanie*, Wydawnictwo Uniwersytetu Marii Curie-Skłodowskiej, Lublin 2013, s. 159.

Materiały Stowarzyszenia Rozwoju i Współpracy Regionalnej „Olza”.

Mędza A., *Współpraca transgraniczna samorządu terytorialnego na przykładzie Programu Operacyjnego Współpracy Transgranicznej Polska - Saksonia 2007-2013* [in:] Laskowski P., *Samorząd terytorialny w Polsce z perspektywy 25-lecia jego funkcjonowania*, Prace Naukowe Wałbrzyskiej Wyższej Szkoły Zarządzania i Przedsiębiorczości, Tom 33(3), Wydawnictwo Wałbrzyskiej Wyższej Szkoły Zarządzania i Przedsiębiorczości w Wałbrzychu, Wałbrzych 2015.

Nowińska-Łażniewska E., Nowak P., *Współpraca międzynarodowa w ramach projektów Interreg III na wybranych przykładach* [in:] ed.: Gorzelak G., *Studia Regionalne i Lokalne*, Tom III, Nr 2(28), Centrum Europejskich Studiów Regionalnych i Lokalnych Uniwersytetu Warszawskiego, Warszawa 2007.

Olszewski M., *Przyszła współpraca terytorialna w Euroregionie Śląsk Cieszyński - studium (materiały źródłowe i uzupełniające)*, Stowarzyszenie Rozwoju i Współpracy Regionalnej „Olza”/Regionální sdružení územní spolupráce Těšínského Slezska, Cieszyn-Český Těšín, 2015.

Olszewski M., *Rola Biura Stowarzyszenia Rozwoju i Współpracy Regionalnej „Olza” (polskiego partnera umowy pod nazwą Euroregion Śląsk Cieszyński) w zarządzaniu Funduszem Mikroprojektów Programu Operacyjnego Współpracy Transgranicznej Republika Czeska – Rzeczpospolita Polska 2007-2013* [in:] ed.: Marek T., Szopa A., *Innowacyjne zarządzanie Organizacjami*, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2011.

Olszewski M., *The Benefits and Challenges for Cross Border Cooperation in the Cieszyn Silesia Euroregion* [in:] *The Journal of Cross Border Studies in Ireland*, Vol. 11, The Centre for Cross Border Studies, Armagh 2016.

Perkmann, M. *Cross-border regions in Europe: Significance and Drivers of Regional Cross-Border Co-Operation*. [in:] *European Urban and Regional Studies*, 10: 155-171, 2003.

Program Operacyjny Współpracy Transgranicznej Republika Czeska – Rzeczpospolita Polska 2007-2013, Wersja 3, 6 czerwca 2013 r.

Prussak W., Wyrwicka M., *Zarządzanie projektami*, Zachodnie Centrum Organizacji, Poznań 1997.

Raport Roczny z realizacji Programu Operacyjnego Współpracy Transgranicznej Republika Czeska – Rzeczpospolita Polska 2007-2013 za rok 2014.

Regulation (EC) no 1082/2006 of the European Parliament and of the Council of 5 July 2006 on a European Grouping of Territorial Cooperation (EGTC).

Róg J., *Relacje społeczno-ekonomiczne na pograniczu polsko-czeskim*, Wydawnictwo Uniwersytetu Opolskiego, Opole 2001.

Schmitt-Egner, P. *Grenzüberschreitende Zusammenarbeit' in Europa als Gegenstand wissenschaftlicher Forschung und Strategie transnationaler Praxis. Anmerkungen zur Theorie, Empirie und Praxis des transnationalen Regionalismus*. [in:] *Grenzüberschreitende Zusammenarbeit in Europa: Theorie – Empirie – Praxis*. Brunn, G., Ed. Baden-Baden, Publisher Nomos 1998.

Umowa o współpracy regionalnej pod nazwą Euroregion Śląsk Cieszyński - Těšínské Slezsko.

<http://www.euregio-teschinensis.eu>

<http://www.euroregions.org/pl/index/euroregiony-w-polsce-i-czechach/11.html>

