

MANAGEMENT OF MUNICIPAL DEVELOPMENT OF EUROREGION BESKYDY IN POLAND AND CZECH

Sucháček J., Walancik M., Wróblewski L., Urminský J., Drastichová M.,
Šotkovský I.*

Abstract: Euroregions have become one of the most used terms with regard to local and regional development. Their significance in Central Europe is even greater because the region has a complicated history and has been traditionally criss-crossed by countless borders of various types. The Euroregion Beskydy lies in the border areas in the east of the Czech Republic, north-western Slovakia and the south of Poland. The aim of this paper is to analyse and assess the possibilities of managing its development at the communal level both in the Polish and Czech parts of this territorial group. The research is underpinned by questionnaire survey accomplished in selected municipalities of Euroregion Beskydy. Respondent opinions were evaluated on the basis of the Likert scale. Mann Whitney U test was applied for the assessment of opinion differences. It turned out; there is quite a strong identification of municipalities with Euroregion Beskydy. Yet, the financial motives of municipal membership in this Euroregion are prevailing.

Key words: management, municipality, Euroregion Beskydy, Poland, Czech

DOI: 10.17512/pjms.2018.18.1.27

Article history:

Received August 01, 2018; Revised October 10, 2018; Accepted October 21, 2018

Introduction

Areas of various sizes and their development have become the subject of daily attention. For the purpose of this paper, territorial growth should be understood as an increase in the total product of the observed territory at a given time. Local and regional development is, in turn, represented by the whole complex of processes running in places and regions. These processes are the basis for positive changes of places and regions, taking into account the economic, social, environmental, cultural, psychological and many other factors. However, territorial development cannot be achieved without territorial growth. In addition to the need for sustainable development, the economic, environmental and social components of a given territory need to be taken into account (Sucháček, 2005).

* **Jan Sucháček**, Assoc. Prof., VŠB-Technical University of Ostrava, Faculty of Economics, Czech Republic; **Marek Walancik**, Prof.; **Lukasz Wróblewski**, PhD, WSB University, Faculty of Applied Sciences, Poland; **Jaroslav Urminský** MSc, **Magdaléna Drastichová**, PhD, **Ivan Šotkovský**, PhD, VŠB-Technical University of Ostrava, Faculty of Economics, Czech Republic

✉ Corresponding author: jan.suchacek@vsb.cz

✉ mwalancik@wsb.edu.pl; lwroblewski@wsb.edu.pl; jaroslav.urminsky@vsb.cz;
magdalena.drastichova@vsb.cz; ivan.sotkovsky@vsb.cz

In the spatial sciences, different criteria are applied to the designation of regions. The homogeneity criterion links territories to homogeneous regions that show traces of similarities according to specific indicators. Some examples of such indicators are: the level of unemployment, wages or employment shares in the branches of the economy. The functional criterion, in turn, links territories to functional regions that are closely related to each other due to some indicators. The common feature here is intense interdependence. The criterion of daily commute is often used to limit functional regions. Therefore, these units are assigned to the municipalities, from which a certain percentage of residents commute daily to the main city (in this case, we are talking about the 'labour market region'). Other criteria can also be used to designate functional regions, such as access to services, provider-client networks, intensity of telephone calls, etc. (Maier and Tödting, 1998; Sucháček, 2015; Urminský, 2017).

Currently, the concept of the region is emphasized as the area, in which there is a connection of networks and social interests in the development of the region. In addition to interactions within the region, the common interests of the inhabitants of the area - or their identification with the area – are also emphasized.

The region, however, presents 3 completely different spatial formations:

- i) Subnational area (e.g. Randstad or Ruhrgebiet)
- ii) Supranational area (for example Central Europe)
- iii) Transnational area (e.g. Euroregions described in the paper)

Euroregions are one of the forms of cross-border cooperation. These are territorial units that associate the border regions of different European countries with common or similar historical, cultural and often economic features (Malinovský and Sucháček, 2006). The reason for the creation of the Euroregions is above all the effort to work together to solve specific problems linked to the peripheral positions of the border regions. As a rule, we deal with problems that cross the borders and cannot be solved on only one side of the border. Raising funds from the European Union cannot be forgotten here. Euroregions can therefore be seen as a result and also as a generator of cross-border cooperation (Dolzblasz, 2013).

The first Euroregion that emerged in Europe was the German-Dutch Euroregion in 1958. It was primarily about the obvious restoration of cross-border confidence after the war. With continued European integration, many other Euroregions have also emerged, which have further strengthened cross-border cooperation. After the fall of the Iron Curtain in 1989, the number of Euroregions grew significantly along the borders of the post-communist countries. In the territory of today's Czech Republic, the first Euroregions have been established since 1991 and today they are all along the border of the country.

The Euroregion Beskydy is located in the border areas of three post-communist countries - Poland, Slovakia and the Czech Republic. The creation of Euroregion Beskydy dates back to February 18, 2000, when a contract on the Polish-Slovak community was signed under the name Euroregion Beskydy. On June 9, 2000, the treaty was extended to also include the Czech part of the mentioned area.

The geographical element, which is common to the entire area of the Beskydy Euroregion, is the Beskydy Mountains. In addition, in all three countries there are semi-peripheral regions, especially in relation to their geographical location and distance from the decision-making centers of the countries concerned.

It should be emphasized that there exists scientific gap in the area of cross-border cooperation in case of post-communist countries. We are trying to contribute to filling this gap by our research concentrating on qualitative aspects of municipality cooperation in the Beskydy Euroregion. Common cultural roots, identity and historical development generate similar specific institutional heritage of these territories. These aspects can manifest themselves as intangible assets, but also as a barrier to further development.

The objective of this paper is to analyse and evaluate the possibilities of managing Euroregion Beskydy development at the communal level both in the Polish and Czech parts of this territorial group. The questionnaire survey has been accomplished in selected municipalities of Euroregion Beskydy.

Literature Review

From the viewpoint of territorial development, the traditional borders indicated boundaries regarding, for instance, free movement of persons, travel, circulation of money, exchange of goods and cultural influences (Sucháček, 2011). A whole new quality is the creation of the so-called Schengen area, in which a significant part of these barriers have disappeared. However, it is debatable to what extent the boundaries remain in the minds of the inhabitants of the border regions. It is cross-border cooperation within the Euroregion that can help to gradually remove these mental borders (Anholt, 2010; Pike, 2000; Wróblewski, 2016 or Kurowska-Pysz and Szczepańska-Woszczyzna, 2017).

In this paper, we are pragmatically focused on municipal development management. Municipalities constitute a basic territorial unit of the state and a basic self-governing community of citizens living in a particular area. This makes it possible to name and solve the territorial problems directly on-site and to facilitate their subsequent solution in an endogenous way. The possible approach to the solution of specific territorial problems is the cross-border cooperation (CBC). Euroregions represent an appropriate domain for such kind of co-operation. Perkmann (2007) considers such a form of cooperation as the construction of a new territorial scale. On the other hand, Euroregions suffer from serious conceptual gaps. Medeiros (2011) notes that they are not defined on the basis of rigid criteria, moreover some of them lack legal identity.

It is clear that such cooperation requires the involvement of sub-national actors from two or more sovereign countries (see e.g. Perkmann, 2003). This form of initiative should be a characteristic by bottom-up approach. On the one hand, there is created a freedom for the initiative of individual municipalities, on the other inter-municipal cooperation in the context of defining common goals and activities leading to their fulfillment is required (see also González Gómez and Gualda,

2016; Oliveira, 2015 or Kurowska-Pysz et al. 2018). However, Svensson (2014) criticizes the motivation of local governments in the context of the membership within Euroregions. Instead of policy-driven motivation membership there exist distinct tendencies to grant-driven forces of motivation. These trends imply possible priority of grant thematic areas of intervention vis-à-vis genuine needs of municipalities.

Applied Methods

The research is based on a questionnaire survey carried out in selected municipalities of the Euroregion Beskydy. The top and middle management of selected municipalities were surveyed. The period of data collection was between August and October 2018. Altogether, the target group consisted of 100 respondents of which fifty came from municipalities on the Czech side and fifty from municipalities on the Polish side of the Euroregion. The territorial designation of the Euroregion consisted of 99 municipalities, 63 on the Czech side (valid as of December 31, 2017) and 36 on the Polish side (valid as of August 1, 2018). The list of Euroregion members is shown in Table 1.

Table 1. Euroregion Beskydy – list of municipalities

Country	Municipalities
Czech Republic	Albrechtice, Baška, Bílá, Brušperk, Bruzovice, Čeladná, Dobrá, Dobratice, Dolní Domaslavice, Dolní Tošanovice, Fryčovice, Frýdek-Místek, Frýdlant nad Ostravicí, Havířov, Hnojník, Horní Bludovice, Horní Domaslavice, Horní Tošanovice, Hukvaldy, Janovice, Kaňovice, Kateřinice, Komorní Lhotka, Kozlovice, Krásná, Krmelín, Kunčice pod Ondřejníkem, Lhotka, Lučina, Malenovice, Metylovice, Morávka, Nižní Lhoty, Nošovice, Ostravice, Palkovice, Paskov, Pazderna, Pražmo, Pržno, Pstruží, Raškovice, Ropice, Reka, Řepiště, Sedliště, Smilovice, Soběšovice, Stará Ves nad Ondřejnicí, Staré Hamry, Staříč, Střítež, Sviadnov, Šenov, Těrlícko, Třanovice, Václavovice, Vělopolí, Vojkovice, Vratimov, Vyšní Lhoty, Žabeň, Žermanice
Poland	Bielsko-Biała, Czechowice – Dziedzice, Szczyrk, Buczkowice, Kozy, Porąbka, Wilamowice, Wilkowice, Żywiec, Czernichów, Gilowice, Jeleśnia, Milówka, Koszarawa, Lipowa, Łękawica, Łodygowice, Radziechowy – Wieprz, Rajcza, Ślemień, Świnna, Ujsoły, Węgierska-Górka, Stryszawa, Zawoja, Maków Podhalański, Jordanów, Bystra Sidzina, Tomice, Brzeźnica, Spytkowice, Oświęcim, Kęty, Polanka Wielka, Zator, Pcim

The structure of the questionnaire consisted of 14 closed questions and two open questions. The closed questions were evaluated on the basis of the Likert scale from one to five. The lowest value was represented by 'one', expressing a strict disagreement with the given question. In contrast, the value of five represented the highest intensity of consent to the question. Open questions were applied to obtain specific information. Due to the limited scope of the paper, only selected closed

questions will be presented here. For the evaluation of the questionnaire, the basic statistical indicators, mean and standard deviation were used in this paper. The differences between the representatives of the Czech and Polish sides of the Euroregion were also compared. Because of the original nature of the data, the non-parametric Mann-Whitney U test was used here. This test can be applied to compare two or more independent samples. Values of significance of the respective test may in this very case indicate the stochastic dominance of one sample relative to the other (Hollander et al., 2013).

Results

The results are presented from the synthetic point of view, reflecting aggregated views of the members of the Euroregion. The attention was also paid to the comparison of opinion polls of the municipal respondents from the Polish and Czech parties. Of the total number of questions in the questionnaire survey, we selected five important questions. Table 2 presents the level of identification of representatives of municipalities with the territorial definition of the Euroregion.

Table 2. Identification with territory

		<i>N</i>	Min.	Max.	Mean	SD
Q1. Are you identified with the territorial delimitation of the Euroregion Beskydy?	CZ	50	1	5	3.96	1.228
	PL	50	1	5	3.54	1.281
	Total	100	1	5	3.75	1.266

On the basis of aggregated data, relatively strong identification with the territory can be observed. Overall, 69% of respondents express satisfaction with territorial integrity, while in 34% of cases the respondents expressed their full agreement with the identification of the Euroregion, and 35% of the respondents expressed a satisfactory identification. Nevertheless, internal discrepancies are observable, when 8% of respondents strictly disagree with the defined territory, and 12% of respondents tend to perceive it rather negatively.

Nonetheless, one can observe the second highest average score for all the above-mentioned questions has been achieved. At the same time, statistical differences between respondents from Poland and the Czech Republic were not confirmed. The structure of views of the relevant representatives of the management of municipalities can therefore be considered as similar throughout the entire territory. The highest average score of 3.96 out of all the questions for Czech respondents is observed (see Figure 1).

A total of 42% of Czech respondents expressed very strong identification with the territorial delimitation of the Euroregion. In 76% of respondents on the Czech side, there was a very strong or partial approval which is the highest positive share of all these questions.

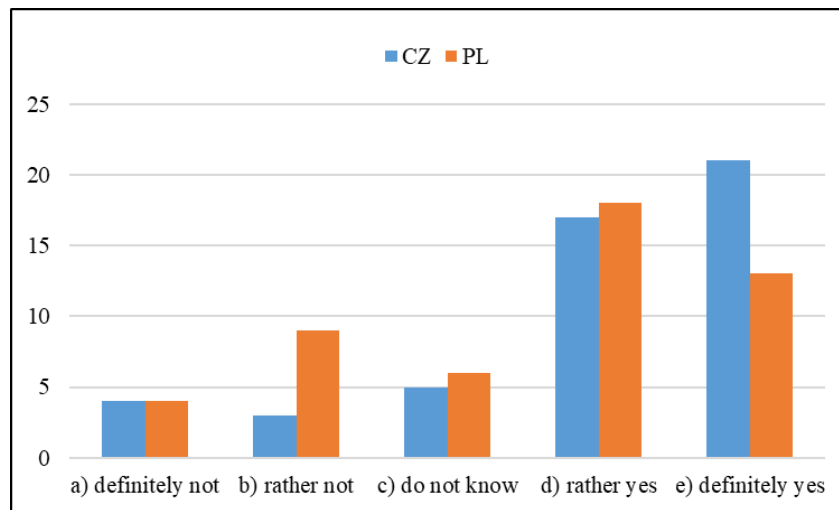


Figure 1. Municipal identification with Euroregion territorial delimitation

In contrast, three times more respondents on the Polish side did not agree with the territorial delineation. Overall, it is clear that on the Polish side, more than a quarter of the respondents present reservations about the territorial demarcation of the region. Table 3 shows the results of the question related to the issue of project activities with municipalities on the other side of the border.

Table 3. Cross-border project activities

Q2. Are you actively involved in projects of cross-border cooperation with municipalities in Polish/Czech side of the Euroregion?		<i>N</i>	Min.	Max.	Mean	SD
	CZ	50	1	5	2.90	1.389
PL	50	1	5	3.04	1.538	
Total	100	1	5	2.97	1.460	

It is evident that cross-border project activities have obtained the lowest overall average score. Only 46% of respondents rate the area positively or rather positively. In turn, 48% of respondents have the opposite view. Internal fragmentation is apparent. The central principle of the existence of Euroregions is therefore questioned by the partners themselves. Moreover, the comparison of the ratings between Polish and Czech respondents does not show statistically significant differences. In both cases, the lowest average score is registered, including the lowest difference in the average rating under the questions mentioned here (see Figure 2).

In case of the Czech side of the Euroregion, 50% of the respondents express their opinion that they are more or less not cooperating with the municipalities on the Polish side. In case of the Polish side, the share is similar - 46%. In addition, on both the Czech and Polish sides, the highest intensity of the negative rating of all the questions is perceived.

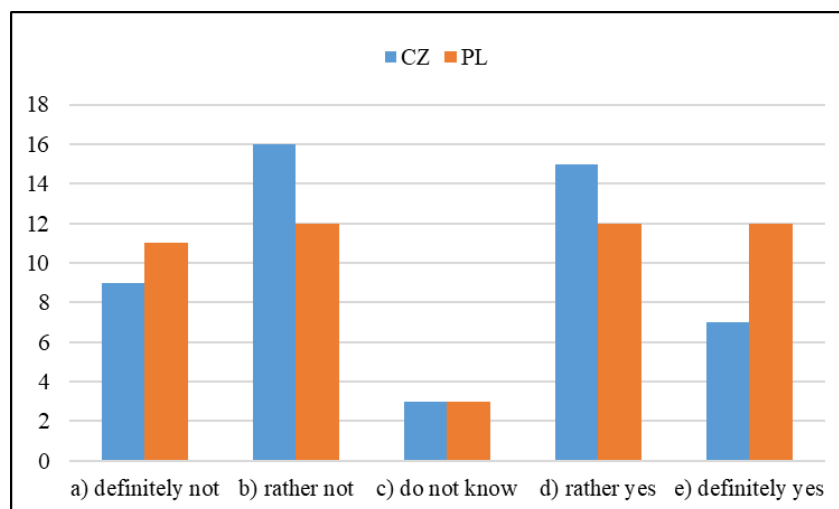


Figure 2. Municipal evaluation of mutual Polish/Czech cooperation

These strictly rejecting positions on both sides of the Euroregion in relation to cross-border cooperation appear to be rather surprising, indicating the persistence of barriers. It is precisely the existence of border barriers in the context of possible constraints in their cooperation the next question is devoted to (see also Table 4).

Table 4. Border restrictions

	N	Min.	Max.	Mean	SD	
Q3. Do you consider the issue of border barriers to be overcome?	CZ	50	2	5	3.72	0.882
	PL	50	1	5	3.88	0.961
	Total	100	1	5	3.80	0.921

In this question, the highest average rating of all queries is identified. Overall, 69% of respondents consider the issue of borders to be completely resolved or almost resolved. The municipalities in both countries are members of the European Union and belong to the Schengen area, while the fundamental principle of the EU is in this context to ensure the free movement of persons, goods, capital and information. Quite surprisingly, 21% of the respondents have expressed an indecisive opinion. This situation can be interpreted in the context of the complexity of barriers. Apart from traditional areas such as the existence of mutual competition, physical or administrative barriers, at the forefront there are cultural and psychological barriers, such as linguistic, national, stereotypes or customs. Mann-Whitney U test did not confirm statistically significant differences in the assessment of Polish and Czech respondents. It can be stated that on both sides of the Euroregion the respondents consider the issue of border barriers as unimportant, which is also evidenced by the lowest frequency of the negative evaluation (no, rather not) of all the questions (see Figure 3).

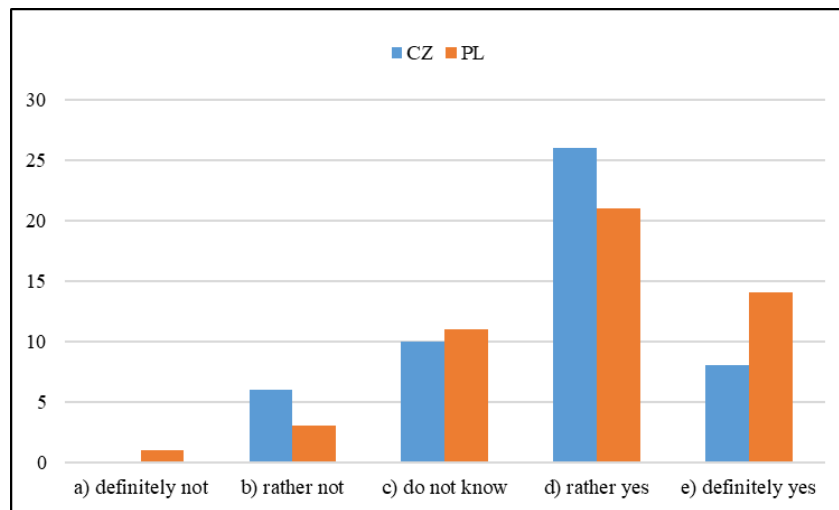


Figure 3. Perception of border barriers from municipal perspective

However, there is also a relatively strong uncertainty, where 20% for Czech respondents and 22% for Polish respondents have chosen a neutral answer. This finding corresponds to the complexity of the definition and perception of barriers. Membership of the Euroregion brings an advantage in the possibility of drawing funds from the EU budget for possible project activities, subject to the conditions. Question 4 seeks to identify whether this fact can be considered the main reason for membership in the Euroregion. More information can be found in Table 5.

Table 5. Subsidy as a main motive of the existence of Euroregion

Q4. Do you consider the possibility of drawing subsidies from the EU as the main advantage of membership in the Euroregion?		N	Min.	Max.	Mean	SD
	CZ	50	1	5	3.48	1.199
PL	50	1	5	4.02	1.020	
Total	100	1	5	3.75	1.140	

Based on the final assessment, it can be said that the answer is rather positive. This question has reached the second highest average score, along with question 1. The 'definitely yes' item was selected by 27% of the respondents, and 'rather yes' by 43% of the respondents. This pragmatic aspect of membership in the Euroregion seems to be a priority. On the other hand, only 16% of respondents did not perceive the possibility of drawing subsidies as the main motive for the membership in the Euroregion. The functional integrity of Euroregion can therefore be considered as dependent on subsidy opportunities. A fundamental issue in this context is the long-term continuity or consistency of the defined territory in the event of a reduction or complete decommissioning of the financial resources allocated to cross-border cooperation.

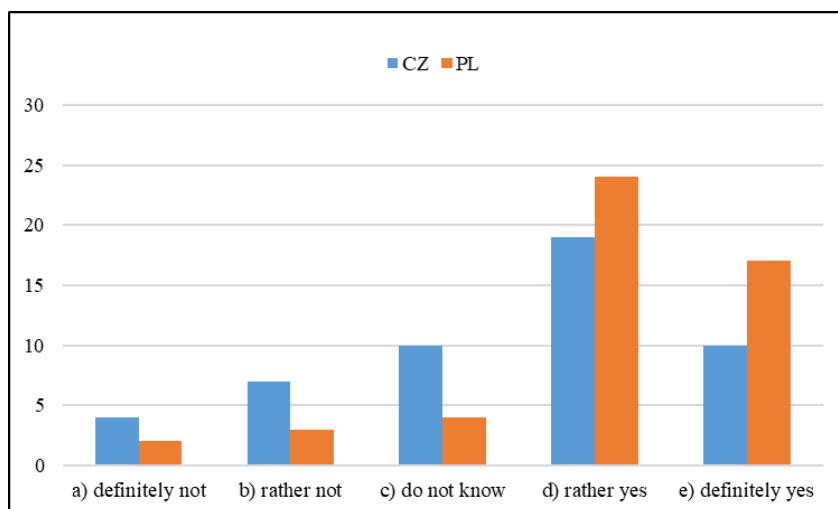


Figure 4. Municipal differences in motivation for Euroregion membership

In this one case, Mann-Whitney U test shows a statistically significant difference in the evaluation of the possibility of obtaining funds as the main motive of Euroregion membership (asyp. Sig. = 0.014). In this question we can also see the highest differences in the average rating of Polish and Czech respondents (see Figure 4), namely 0.54. The possibility of drawing subsidies is considered to be the main reason for a significantly higher proportion of respondents on the Polish side, 34% definitely yes, 48% possibly yes. On the other hand, 58% of Czech respondents rate the possibility of obtaining additional funds in a positive way. From the point of view of the structure of the questions, we record the highest intensity of positive evaluation of all questions for respondents from the Polish side of the Euroregion, including the highest frequency of responses expressing strict consent.

The structure of subsidy titles and therefore the possibility of using funds may not be in line with the real needs of individual municipalities. Table 6 presents the results of the question focusing upon identifying whether respective territorial management perceives the consistency between the needs of the municipality and the thematic structure of the grant titles.

Table 6. Real needs of municipalities vs thematic area of subsidies

	N	Min.	Max.	Mean	SD	
Q5. Do you consider the thematic focus of subsidy titles to meet the needs of the municipality?	CZ	50	1	4	3.16	0.955
	PL	50	1	5	3.38	0.878
	Total	100	1	5	3.27	0.920

The second lowest average rating is recorded here. Overall, only 4% of respondents consider the thematic focus of subsidy titles to be entirely in compliance with the needs of the municipality. Forty-four percent of respondents are inclined to believe

that they do. The opinion that the aims of the subsidy do not correspond or rather do not correspond to the needs of the municipality is shared by 22% of the respondents. The fact that 30% of respondents only show partial reconciliation between the real needs of the municipality and the thematic focus of the titles seems interesting. In this context, it should be emphasized that grant titles should serve only as an additional source for financing the needs of the municipality. Municipalities are the lowest self-governing bodies, with assigned finance, to provide basic functions in the municipality. It is not possible to find a perfect match in priorities or in the needs of all municipalities. This is the lowest territorial level with the highest disparity rate. A common denominator or common themes are sought between the municipalities. It is clear that this aspect cannot fully reflect the primary problems or the needs of municipalities. This should be rather the added value created through mutual cooperation in specific areas.

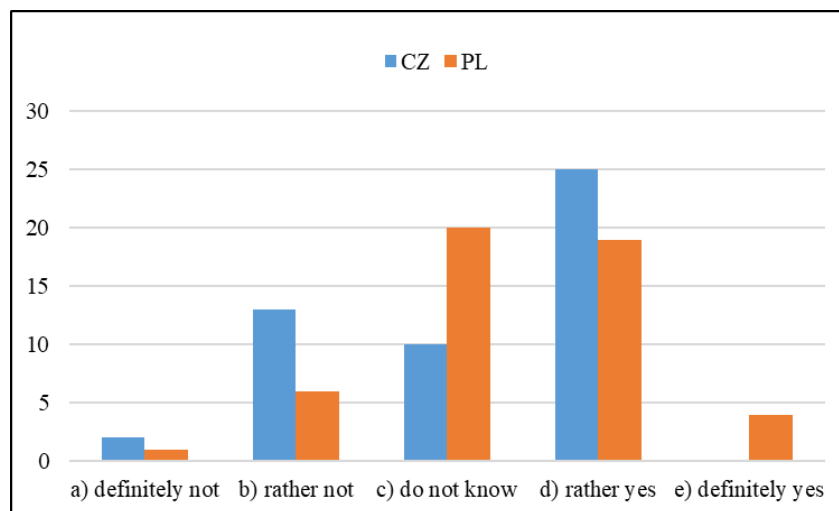


Figure 5. Municipal evaluation of subsidies thematic focus

The resulting rating of respondents seems unusual. At the same time, there were no statistically significant differences in the evaluation between Polish and Czech respondents. Only 46% of respondents on the Polish side and 50% on the Czech side perceive the focus of subsidy titles in relation to the real needs of the municipality as adequate or rather adequate (see Figure 5). Significant incompatibility is recorded especially in Czech municipalities. It is also necessary to state the highest average or neutral assessment in both cases. Twenty percent on the Czech side and 40% of respondents on the Polish side consider the consistency between the focus of thematic areas and real needs as the average one.

Discussion

This paper is devoted to the area of cross-border cooperation of municipalities in the Beskydy Euroregion. For the complex development of the artificially created region, a strong identification of the actors with the given territory can be considered as a key aspect. The results show that relatively strong identification with the territory prevails. Oliveira (2015) claims that strong identity can generate regional advantage, useable e.g. in case of construction a joint branding strategy. On the other hand, it should be noted that more than a quarter of Polish respondents present reservations about the territorial delimitation of the region.

Despite the relatively strong identification with the territory, the low intensity of project activities with municipalities on the other side of the border seems to be rather striking. The essential element of the existence of Euroregions, i.e. endogenous activity, is not fully fulfilled here. Also functional interconnection or functional integrity of Euroregion is not completely solid. According to Kurowska-Pysz et al. (2018) this result can be perceived as an internal barrier that may restrict the long-term sustainability of the Euroregions. Research indicates the existence of certain barriers limiting the internal interconnection of the area. However, as a possible source of limitation, the borders are not very problematic for respondents. Nonetheless, it is plausible to assume they mean primarily administrative-political and physical borders. The existence of restrictions of an institutional or psychological nature cannot be ruled out (Szczepańska-Woszczyna, 2015). One of the strongest links of the existence of the Euroregion seems to be finance. In other words, the possibility of obtaining additional funding in the form of subsidies is perceived by the respondents as the pivotal motivation for membership of the Euroregion. This is in line with the results of the Svensson's study (2014). She notes the existence of tendencies to grant-driven forces as prevailing motivation aspect for Euroregion membership. On the other hand, the respondents expressed a relatively large discrepancy between the real needs of their municipalities and the focus of the grant titles themselves. The issue of allocation of subsidies, or their effectiveness in the context of the real needs of municipalities arises here. Generally speaking, it can be said that the structure of opinions between Czech and Polish respondents regarding the questions asked is quite similar. The exception is the evaluation of the possibility of drawing subsidies as the main advantage of membership. Here, as a single case, a statistically significant difference in the opinions between Polish and Czech respondents was identified (asympt Sig. = 0.014). This purely pragmatic aspect is more accentuated by respondents from the Polish part of the Euroregion Beskydy. Based on these results, the following managerial recommendations have been defined:

- To increase the activity in the context of cooperation with the Polish/Czech side of Euroregion, given the significant number of opinions expressing a strictly negative attitude or limited activity in the area of cross-border cooperation.
- To focus on defining the long-term sustainability strategy of the Euroregion, including the definition of financial flows, including an alternative to

the limitation of EU subsidies flows, in relation to the territorial level of municipalities.

- To define the core of cross-border region with the widest range of connections.
- To create a common information portal or to ensure the sharing of information useful for enhancing the integration and overall development of Euroregion, including the territorial level of municipalities.

Conclusions

Border territories traditionally suffered from the lack of interactions and communication with other spaces. Great transaction and transportation costs often reflected this unfavorable state. In the course of time, border areas became to be known as territories distant from the centres, territories sparsely populated and with limited infrastructure and communication linking to the rest of the country. Not surprisingly, border regions developed into distinctive type of problematic and in a way alienated territories. Vanishing borders, which are symptomatic for Europe, should be seen as one of preconditions supporting the room for societal vivification of European territories rather than a panacea. Open borders represent one of critical conditions for genuine stimulation of the endogenous potential of regions and places. Euroregions play a crucial role in this context. They should be perceived as results as well as motors of cross-border co-operation. Central European countries, such as Poland or Czechia that followed lethal socialist road used to suffer from a large degree of impassability of their borders. The process of the disappearance of borders leads towards qualitative move from passive and clumsy space of places towards active and dynamic space of flows. This can be perceived as a return to the natural developmental spatial trajectory of post-transformation border territories.

Future developments of Euroregions in Central East Europe as well as elsewhere will be based not only on their competitiveness but on their ability to co-operate, to learn and to join existing networks in order to draw on win-win situations. Our research – based on the case of Euroregion Beskydy - revealed that cross-border co-operation is driven primarily by pragmatic pecuniary motives. In other words, cross-border co-operation is hitherto far from automatic or inbuilt mechanism.

Future research directions should revolve around both regional as well as wider societal aspects and tendencies. While the first is represented for instance by the quest for further facilitators of cross-border co-operation or the issue how to tackle the possible future constraints of the funding from the European Union, the latter comprises for instance the topical problem of illegal migration.

References

- Anholt S., 2010, *Places: Identity, Image and Reputation*, New York, USA: Palgrave Macmillan.
- Dolzbłasz S., 2013, *Cross-border co-operation in the Euroregions at the Polish-Czech and Polish-Slovak borders*, "European Countryside", 5(2).

- Gonzalez-Gomez T., Gualda E., 2016, *Reporting a bottom-up political process: Local perceptions of cross-border cooperation in the southern Portugal-Spain region*, "European Urban and Regional Studies", 23(3).
- Hollander M., Wolfe D.A., Chicken E., 2013, *Nonparametric Statistical Methods*, New York, John Wiley & Sons.
- Kurowska-Pysz J., Castanho R.A., Naranjo Gómez J.M., 2018, *Cross-border cooperation – The Barriers analysis and recommendation*, "Polish Journal of Management Studies", 17(2).
- Kurowska-Pysz J., Szczepańska-Woszczyzna K., 2017, *The analysis of the determinants of sustainable cross-border cooperation and recommendations on its harmonization*, "Sustainability", 9(1)2.
- Maier G., Tödling F., 1998, *Regionálna a urbanistická ekonomika 2. Regionálny rozvoj a regionálna politika*, Bratislava, Elita.
- Malinovský J., Sucháček J., 2006, *Velký anglicko-český slovník regionálního rozvoje a regionální politiky EU*, Ostrava, VŠB-TU.
- Medeiros E., (Re)defining the Euroregion Concept, "European Planning Studies", 19(1).
- Oliveira E., 2015, *Constructing regional advantage in branding the cross-border Euroregion Galicia-northern Portugal*, "Regional Studies, Regional Science", 2(1).
- Perkmann M., 2003, *Cross-border regions in Europe - Significance and drivers of regional cross-border co-operation*, "European Urban and Regional Studies", 10(2).
- Perkmann M., 2007, *Construction of new territorial scales: A framework and case study of the EUREGIO cross-border region*, "Regional Studies", 41(2).
- Pike S., 2000, *Destination Marketing Organisations*, Oxford, Great Britain: Elsevier Inc.
- Sucháček J., 2005, *Regionální vývoj v České republice po roce 1990: reformace či deformace?* "Ekonomická revue", 8(4).
- Sucháček J., 2011, *Globalization and Glocalisation*, [In:] The Scale of Globalization: Think Globally, Act Locally, Change Individually in the 21st Century (Conference Proceedings), University of Ostrava.
- Sucháček J., 2015, *Large Enterprise Branches: The Case of the Czech Republic*, "Economics & Sociology", 8(4).
- Svensson S., 2014, *Forget the policy gap: why local governments really decide to take part in cross-border cooperation initiatives in Europe*, "Eurasian Geography and Economics", 54(4).
- Szczepańska-Woszczyzna K., 2015, *Responsible leadership contribution to human resource management-a study of csr-hr interface*, "Procedia Economics and Finance", 34.
- Urmínský J., 2017, *Classification of labour market in the Czech Republic*, "Forum Scientiae Oeconomia", 5(1).
- Wróblewski Ł., 2016, *Creating an image of a region–Euroregion Beskydy and Euroregion Cieszyn Silesia examples*, "Economics and Management", 8(1).

ZARZĄDZANIE ROZWOJEM MIEJSKIM EUROREGIONU BESKIDY W POLSCE I REPUBLICE CZESKIEJ

Streszczenie: Euroregion stał się jednym z najczęściej używanych terminów dotyczących rozwoju lokalnego i regionalnego. Ich znaczenie w Europie Środkowej jest jeszcze większe, ponieważ region ma skomplikowaną historię i tradycyjnie przeplatają go niezliczone granice różnych typów. Euroregion Beskidy leży w obszarach przygranicznych we wschodniej części Czech, północno-zachodniej Słowacji i południowej Polski. Celem

niniejszego artykułu jest analiza i ocena możliwości zarządzania rozwojem na poziomie gminnym zarówno w polskiej, jak i czeskiej części tej grupy terytorialnej. Badania opierają się na ankiecie przeprowadzonej w wybranych gminach Euroregionu Beskidy. Opinie respondentów oceniano na podstawie skali Likerta. Do oceny różnic zdań zastosowano test U Manna Whitneya. Analiza wykazała, że istnieje dość silna identyfikacja gmin z Euroregionem Beskidy, przeważają jednak finansowe motywy członkostwa gminy w tym Euroregionie.

Słowa kluczowe: zarządzanie, gmina, Euroregion Beskidy, Polska, Republika Czeska

波兰和捷克欧洲BESKYDY市政发展管理

摘要: 欧洲地区具有地方和区域的发展。它们在中欧的重要性甚至更加传统上被各种类型的无数边界纵横交错。欧洲地区Beskydy位于捷克共和国东部，斯洛伐克西北部和波兰南部。该小组的目的是分析该小组的问题。该研究得到了欧洲地区Beskydy选定城市的问卷调查的支持。在Likert量表的基础上评估了受访者的意见。Mann Whitney U检验用于评估意见差异。事实证明，Beskydy地区有很多城市。然而，这个国家的经济激励措施，欧元区普遍存在。

关键词: 欧元区Beskydy, 波兰, 捷克, 管理, 自治市